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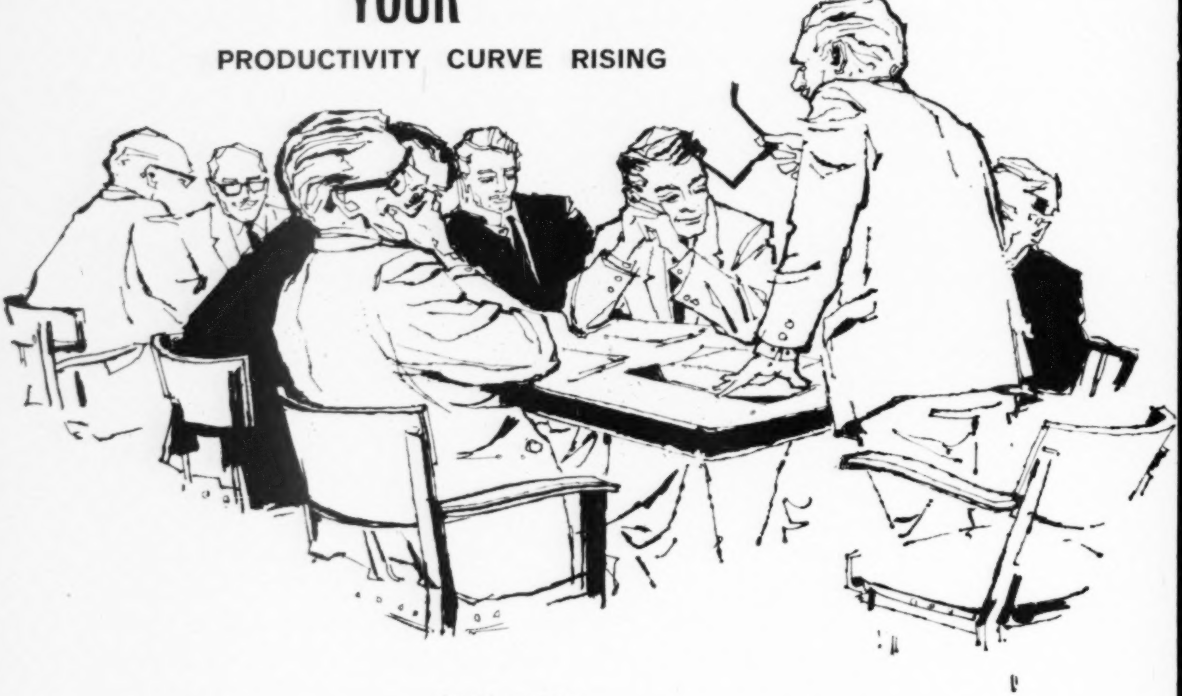

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December, 1961

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by David Fleming

news and comment

READING through the newly-published *Directory of Opportunities for Graduates* I began to wonder how the 415 companies listed there are preparing to receive their quota of cream.

The increase in firms listed (in 1957 they totalled only 182) gives the lie to that cliché of the moment, "Actually, we're a bit fed up with graduates. We're getting our best stuff these days from sixth--formers." I always suspected that this was a groan of frustration at being unable to get and keep graduates rather than an expression of policy.

More dangerous is the assumption that because we still have not learnt how to make the best use of graduate management trainees there must be something wrong with the universities. Demands for abolishing arts courses in favour of 'useful' subjects aim at tailoring the student to dovetail neatly in with our ideas as soon as he quits his hall of residence. I should have thought the whole point of bringing graduates into industry in the first place, was that the process should be one of complete 'give and take': that they, in fact, could be expected to change us as well as be changed by us.

We grumble justifiably about the high turnover rate among graduate trainees after expensive training. Good, not necessarily expensive, training is what is needed. But finding the right methods, being patient with the graduate who takes time to adapt himself, a willingness to adapt ourselves a little to his views, all these things are much more difficult than is the case with sixth-formers, fresh from school and eager to oblige. Recruit school-leavers by all means, but make sure first that you are not doing it just because it is the easy way out.

WHATEVER the medicine for our ailing economy should be, Selwyn Lloyd's 'pay pause' certainly wasn't it. I use the past tense because this is in the nature of an epitaph. After the Electricity Council's capitulation to union demands, whatever the Government may say, the policy is virtually dead.

The best view to take of this ill-fated scheme is that it will be useful in management studies as the perfect case-study of how not to handle men.

First, the pause was launched as a *fait accompli* without any kind of prior consultation. Co-operation was clearly the key to all chances of its success, and it is an elementary principle that to obtain co-operation, you must consult.

Second, although it is sometimes possible to carry out a policy even without co-operation, provided only you are strong enough, the Government was not in that position.

From this follows the third error in industrial administration; the policy has been applied inconsistently. Its full weight has fallen on the weakest and least organized, because most loyal, classes of workers, such as the teachers.

Finally, there is a glaring example of bad communication. Insecurity has inevitably been inspired by the fact that the Chancellor has not even now declared how long the pause is intended to last and what is to come after it. And insecurity, we all know, is the cancer that rots the body of healthy human relations.

Since politics is largely a matter of economics and economics depends upon our industry and commerce, one of the cardinal points in any new economic plan should be that all our elected administrators must undergo an intensive course at Henley or Birmingham on the basic principles of industrial relations.

IT is a paradox in our attitude towards training that, at a time when all and sundry are clamouring for more and more attention to be paid to management studies, lack of money is cutting off in their prime the oldest-established bodies in the field.

Familiarity breeds contempt; the organizations with money to spare now prefer to spend it on the universities.

The Industrial Welfare Society must be exceptional among institutions of its kind, for its annual report actually shows an excess of income over expenditure. I suppose this bears out the maxim that the fittest always survive, and that those are fittest who most readily adapt themselves to new conditions.

A decade ago the I.W.S. shifted its emphasis away from a concentration on physical working conditions to the more general field of human relations. Now its activities embrace almost all the problems of man management, both at home and overseas. At the same time it manages to retain the best qualities of its earlier life—a solid down-to-earth approach to problems, a ready sympathy and a tremendous willingness to help however silly our difficulties may seem.

These qualities are, in the last analysis, what distinguish the I.W.S. and it is good to learn that they pay.

THE Minister of Labour, Mr. John Hare, speaking to the Industrial Welfare Society, made the important point that industrial relations is a matter of Board room policy. "Good industrial relations are good business".

Board rooms, unhappily, still tend to put personnel matters at the bottom of their lists of priorities. Many of us at some time have had to battle with a mood of complacency that suddenly switches to genuine bewilderment and rage whenever things go wrong.

I remember a story told about one of our leading industrialists. His company produced a house journal full of advanced ideas and he was widely quoted in the national Press eulogizing this powerful addition to a sound communications programme.

From one of his personnel officers, I learnt that what he had actually said was, "We're in this business to turn out machines, not to produce b—— newspapers!"

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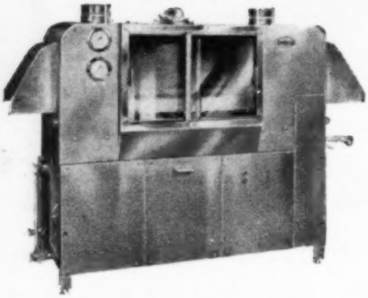

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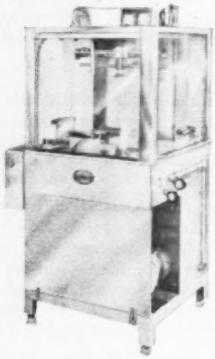

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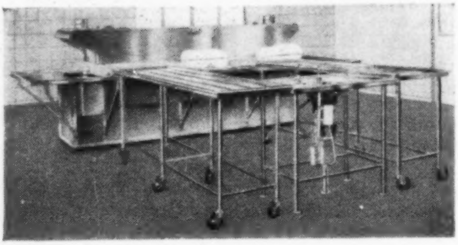

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personnel management —in practice

by Owen Lloyd

SOMETHING more than an analogy exists between selling new products to a consumer and selling new methods of work to the man or woman on the factory floor. If we put half as much ingenuity and real effort into doing the latter as we put into selling our products, who can doubt that our rate of industrial progress would be smoother and more rapid?

Simplification of Production, a 16 mm. colour film produced by **Marks and Spencer** to illustrate modern methods of shirt assembly and the latest types of labour-saving machinery, was awarded a Certificate of Merit in the Industrial Screen Awards for 1961.

Jack Sopel, head of their sales promotion, and **Dick Baynton,** head of their photographic department, who made the film, took it over to Northern Ireland, and showed it to 2,500 employees of Marks and Spencer suppliers.

As soon as they recognized their own work on the screen the girls took tremendous interest and both they and more senior staff certainly appreciated how new attachments could help them. Selling the idea of change deserves this kind of effort.

☆ ☆ ☆

WHAT is your policy about those Christmas gifts with which customers and suppliers are always likely to embarrass your executives? Do you simply, as a firm, turn a blind eye to them and pretend that they never happened? Or do you send them back and take the risk of offending a useful contact?

Chrysler Motors and Dodge Brothers (Britain) Ltd., of Kew, Surrey, have hit upon a solution which makes the most of Christmas spirit, in both the liquid and the moral sense.

All gifts received are pooled to be the prizes in a giant raffle held at a function organized by the sports and social club. The money so raised is then donated to charities. All employees get the chance to win attractive gifts for a one shilling ticket and the members of management manage to avoid all personal embarrassment, which the presents might otherwise cause them.

The proceeds of last year's raffle, augmented by management contributions, reached a total of £150 and was divided equally between the Cancer Research Fund and a local charity.

☆ ☆ ☆

THE chief personnel officer with **Brush Electrical Engineering** at Loughborough, **P. A. McCaig,** recently gave a talk to an audience of foremen, superintendents and works managers on the practical factors which affect the relationship between foremen and shop stewards. It was a brave undertaking, but his formula for successful relations is down-to-earth and essentially sound.

Here are some of his points.

Personnel relations in a factory are the responsibility of management as a whole; this means the foreman as the prime mover.

The personnel department at the first morning's interview should make it clear to workpeople that the foreman is to be regarded as their main source of information, friendship and help, and that all queries must be taken up with him in the first place and not through any other member of management or through a shop steward.

The foreman should take the initiative in the progress towards a settlement and should never leave a disgruntled worker in a state of uncertainty any longer than is absolutely necessary.

If the foreman doesn't always know the answer to a problem, he should do his best to find out from the right quarter and give the answer to the shop floor.

He should make sure that he is thoroughly familiar with company policy before doing or saying anything that could by any stretch of the imagination be misconstrued.

Where there is any delay in settling an issue, statements should be made to the worker with regard to the progress being made.

At the first stage of a procedure, the foreman must be personally responsible for telling the worker of any decision and for obtaining from him a clear indication as to whether the decision is acceptable or not. He should keep a written record of the time and date at which each complaint has been made, together with a brief report of its substance.

All-important is the status of the supervisor. A wise company assists by adequate recognition of him in the factory's negotiating procedure, representation on joint committees and regular provision of information, but a great deal of his status depends on the foreman himself. This means skill and tact to prevent conditions arising in which breaches of discipline are likely to occur. A number of shop stewards have expressed the view that supervisory authority in a shop may often be inadequate and that standards of discipline may be too low.

He must never avoid questions. In the heat of the moment he should not act hastily and put himself into an extreme position from which it is difficult to retreat.

Many foremen would benefit from adopting a policy of planned frequent contacts with the shop steward. They should also give shop stewards any reasonable opportunity to gain the respect of union members. This would help to minimize tensions and conflicts and familiarize the foreman with the workers' point of view.

The best advice of all was at the end of Mr. McCaig's talk. The thing which most helps the foreman to keep things in perspective is a sense of humour.

Never make a man a foreman if he hasn't got one.

☆ ☆ ☆

THERE is a time lapse between the moment when a small fire flares up in a factory and the time when the works fire brigade gets to the scene of a conflagration. That interval can mean death or serious injury to a man and heavy material losses in the plant. Both are avoidable if only the man on the spot is equipped with the necessary knowledge and confidence to deal with the flare-up himself.

How many of us took advantage of the opportunity offered by the National

personnel management in practice

Continued

Fire Prevention Week last month to make sure that all our men know enough? The extensive programme carried out through the week at the Newport factory of **Monsanto Chemicals** sets a high standard by which to judge our schemes.

Initial impact was made by staging a mock fire complete with alarms, fire engines, and the sight of two trapped men being carried down a ladder to safety over the shoulders of two burly firemen.

All employees received a personal letter from the works manager, giving details of the programme and the 'promotion of prevention' campaign. A fire prevention exhibition was run in conjunction with a questionnaire competition. Answers to the questionnaire could be arrived at by a careful study of the exhibition and for the three prizewinners there was a transistor radio, an electric shaver and a fibre-glass suitcase. A similar stimulant to general interest was the idea of including in every employee's pay packet a numbered safety handbill. Lucky numbers won 50 cigarettes or boxes of chocolates.

A policy of 'Bingo to fight blazes' served as the sugar on the pill of an intensive training programme. Everyone at the factory saw the Pyrene Company's film, *The First Few Seconds*, which shows how various types of hand extinguishers are to be used. Supervisory staff were trained in first aid, and fire prevention and fighting by a series of practical sessions backed up with technical notes dealing comprehensively with the subject. The programme as a whole did just this.

* * *

COMMUNICATIONS is much too formal a word for something which must, in the field of human relations, be a very informal process. The frown on a man's face isn't formal, neither are his feelings and his vaguer discontents. This is not to say that one can do nothing positive about finding out how he feels. But to be effective, any deliberate attempt to uncover the deepest attitudes must permit the worker to feel secure in talking freely. The speaker must be allowed to wear a mask of some kind.

A company debating society perhaps appears much too trivial a setting for such a serious purpose. But it is the mask of triviality which makes it a method far more worth consideration than a formal questionnaire.

It is doubtful if **Newton Chambers & Company** had any such complicated motives in founding their Thorncliffe Debating Society, but one of their recent meetings illustrates my point well.

All sorts of explosive emotional issues were tied up in their motion, "that in supervision, outlook is more important than education"; there is the struggle between older and younger workers, the usual hostility of the earlier generation of managers towards the bright young entrants from the universities.

Because it was simply their job inside the rules of the game to put their points across as forcefully as possible, the foremen who spoke on behalf of the motion, could talk quite freely without being suspected of having any axe to grind.

"All the aspects of supervision", said one of the speakers, "require the right outlook, based on experience rather than formal education. Education alone is of little value unless accompanied by a balanced outlook".

Another remarked, "Can you tell me of one place in industry where the university education of supervisors has increased production?" The person with a university degree would possibly find that he was not accepted on the shop floor in the same way and with the same confidence as a supervisor who had the benefit of more practical training.

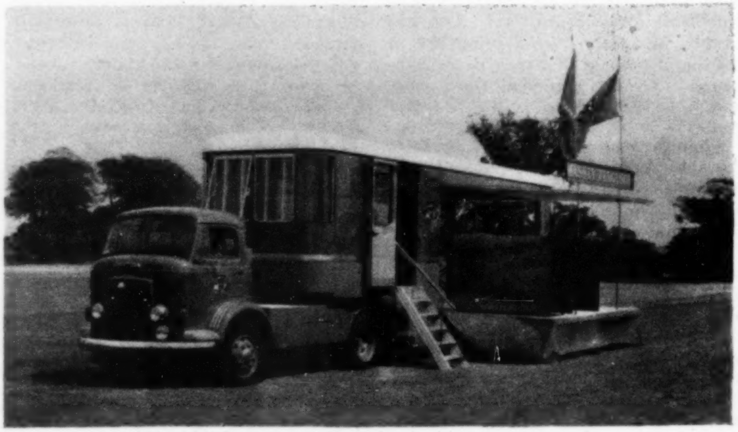
Voting was eight to one in favour of the resolution.

* * *

MASSEY-FERGUSON recently acquired a mobile school for use with their distributors' service weeks, so that the salesmen in the field could be kept up to date on the latest technical developments. Built by the Rootes group, the vehicle carries various equipment, including a back projection unit for films and slides, special tools and demonstration parts.

Apart from its application to sales training, various other uses for such a vehicle suggest themselves. Why not a mobile recruitment centre for attracting prospective apprentices in schools, or even as an aid in the tour of university quadrangles in search of graduate trainees? It could also prove an invaluable idea for small firms who have grouped together to run joint apprentice training schemes. When the mountains find it hard to come to Mohammed, Mohammed can trundle off to the mountains.

Schoolroom on wheels. Massey-Ferguson take technical education to the doorsteps of their dealers all over the country.



INFLUENZA is second only to afternoon football matches as a source of absenteeism in the wintertime.

Showing wisdom before the event, **Qualcast Ltd.,** of Derby, recently bore 50 per cent of the cost of innoculating their employees against influenza in a special surgery set up in the factory. A spokesman commented: "This costs us several hundred pounds, but it is more than offset by the fact that our figures for absenteeism are among the most favourable in the whole of the ironfoundry business".

At the same time it is interesting to read, in the house journal of the **Simon-Carves Group,** a survey conducted by their medical officer, **Dr. May,** into the results of vaccination against influenza offered to **Simon Engineering** employees last September.

Absence from influenza was 11.7 per cent lower among those who received innoculation than among those who did not.

The number of days lost was from four to nine less than in the case of those not innoculated.

Comparing the two groups, those innoculated were 80 per cent less liable to complications in illnesses.

Lost time following injection as a result of sore arms, etc., occurred in only 1.75 per cent and the average duration of absence was only 1.8 days.

It is equally interesting to note who were the people most ready to accept immunization. Small units did better than large and isolated units better than head offices. Office workers were more willing than manual workers, and personnel under 30 or over 55 were less co-operative than others.

Dr. May summarizes his report by saying: "These are the findings in a period during which there was fortunately no major outbreak of influenza. There appears, therefore, little doubt that such an immunization programme would be valuable in the event of an epidemic".

* * *

PERSONNEL work has one of the most ill-defined images of any job in industry. It is true that it is quite a new sort of thing, but so are computers and practically everybody these days has a pretty good idea of what a programmer is. Not so the poor personnel officer. To the public at large, he is a sort of shop-steward for the other side. This he can take with a smile. He can even manage a crooked grimace when some tousled housewife wakes up her lie-abed husband with a shout of, "Hey, Alf, it's the man from the Welfare". What is intolerable are the misconceptions which even the people with whom we work have about what we do.

So it was good to see a long article in the house journal of **Marconi Instruments,** introducing the personnel department by names and photographs and giving full details of the specialized tasks which each member carried out for the company. The work of the department, says the article, covers a lot of ground. It is responsible for recruiting and giving advice on the engagement of people and for liaison with the over-all group. It arranges education and training . . . and so on. "Altogether a compact department which has a great deal of responsibility for getting us here, keeping us here, and making our conditions happy while we are here".

This is one company at least in which personnel men will not be looked upon as visiting vicars or canteen menu writers.

* * *

THE Welfare State is becoming a misnomer, simply because two very large—and growing groups of people—are literally left out in the cold. One section consists of those with large families. The other is made up of old people.

It is good to see an organization like the **North Western Gas Board** taking an active interest in their employees *after* they have retired. Several years ago they tried a self-help scheme in the Wirral district for ex-employees. It proved very successful. Now they have turned their attention to the much larger Liverpool district where no less than 500 pensioners are to benefit from the Board's new Pensioners' Comfort Fund.

All members contribute a voluntary sum of 3d. a week or 1s. 1d. a month into the fund and the Board donates an equal amount. The onus of running the scheme is passed to the pensioners. They elect a committee who meet each week to consider needy cases and allocate money from the fund for small items like extra provisions, fuel or tobacco. In addition, other willing members are put on a rota to visit the sick and lonely. In this way, the housebound are kept informed of what is happening, and if they need help, the message is soon passed along.

Self-help permits a man to keep his pride and encourages everyone to play their part. Surely there is much more room for this kind of scheme throughout industry generally.

* * *

ONE of our troubles is insularity. Far too many companies still work in a vacuum.

Others know that co-operation and group discussions benefit everyone. Not only ideas but actual help can be passed on. The idea may be extended into persuading several firms to co-operate in particular schemes.

One such scheme is that undertaken by six Scottish engineering firms who are safeguarding their own and their employees' future by launching the **Scottish Mechanical Engineering Trading Association.** Through this body they are starting a planned scheme of management recruitment, training, exchange and placing. In this way they hope to solve their own problems and to ensure that the staff affected will be able to benefit from the work of the associated companies.

The firms who are promoting the scheme are mainly concerned with machine tool production, and include such well-known concerns as the Scottish Machine Tool Corporation, John Dalgleish and Sons, Davy and United Engineering, Land-Gisholt Engineering, Mirrlees Watson Company and Murray and Patterson.

* * *

STATE scholarships for 12 of their apprentices. This was the record result of **Simon-Carves** in the Union of Lancashire and Cheshire Institutes' examinations.

All the trainees attended the North Cheshire Central College, which had the best result of any with a total of 15 state scholarships. Three of the Simon-Carves trainees also won major awards, the Bostock Awards, for full-time study in engineering and worth £100 for the first year of study.

Two of the successful students are now at Loughborough College, eight are at the Royal College of Advanced Technology, Salford, and a further two will be going there shortly.

Simon-Carves would be justified in feeling an almost parental pride. If one is to judge by results, their training must have attained very high standards. Good selection too.

Unlike the true parent, they were, after all, fortunate enough to be able to choose their own children.

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letters to the editor

I thought that by reading your journal regularly I could be kept up to date on the latest procedures in personnel practice. I was wrong.

I now learn from such a non-technical journal as the *Daily Express* that there is a new selection technique. According to this article large industrial concerns are now selecting their staff after consultations with an astrologer. The particular astrologer mentioned is quoted as saying "Business firms send me birth dates of several applicants for important posts and ask me to tell them which will be suitable".

Now I must confess that this is a method of which I have not heard before. No doubt if you are born under the sign of Aquarius (the Water Carrier) as I am, you would be suitable for carrying cans. I see now why I chose personnel management as a career! Anyone born under the sign of Leo would be advised to give factory life a miss, and to apply to a circus. The possibilities are endless.

I am familiar, of course, with the various selection methods currently in vogue. Such as the one in which you put bits of wood together to form shapes (highly scientific and dangerous unless expertly supervised). The 20-questions method in which an applicant is thoroughly brain-washed and usually breaks down in tears when one comes to the question 'What did your great grandmother do for a living?' (Still very much in favour at Scotland Yard). Then that old and now somewhat outmoded 'I-don't-know-anything-about-aptitude - tests - but - I - do - know - what-I-like'. All these methods are good fun, and account in one way or another for industry's high labour turnover, but Astrology . . . !

Eventually this trend will lead to the introduction in industry of Astrological departments and starry-eyed managing directors. These departments will entirely replace the personnel function. No doubt also, your own esteemed journal will cease to exist. That is, unless your Managing Director has sufficient business acumen to change its title to "The Star Gazers Gazette".

Better ask him to consult his astrologer!

ALAN BIRD.

74 High Street,
Wellington, Somerset.

I have read with interest the article in your October issue entitled 'A Nation of Cratchits' and written by Mary Noble. We were very pleased to read that acknowledgment was made of G. A. Harvey & Co. (London) Ltd. as being one of the early workers on the anthropometric design of drawing office and steel office furniture.

We would, however, like to refer to the two reasons put by Richard Hornby for the slow demand for anthropometric furniture. These are stated to be one of price and a tendency to buy chairs from one manufacturer and tables and desks from another. We would like to make the point that Harvey and Harvey-Milner Anthropometric Desks cost no more than our conventional ranges of steel office furniture. Three models of desks are available at the anthropometric height of 28 in., namely, the Harvey 'Thanet' Double Pedestal Desk, the Harvey-Milner 'Milhall' Double Pedestal Desk and the Harvey-Milner Single Pedestal Desk. For use with any of these desks we supply an anthropometric chair, having a 2 in. sponge-upholstered seat that is adjustable in height down to 17 in. This chair has a padded curved lumbar-region supporting back rest which is adjustable in height.

We hope that this information may dispel any thoughts in the minds of your readers who may think that to embark on the use of anthropometric furniture will involve either extra cost or difficulty in obtaining suitably designed chairs.

DAVID COAST.

G. A. Harvey & Co. (London) Ltd.,
Greenwich Metal Works,
London, S.E.7.

Your Personnel Manager, Technicuss, is now proving anything but tame, but in his last article on trainees surely he is getting 'starry-eyed'. We all want the bold men with initiative prepared to take good business risks, but they are scarce and some only reach that state with training. Technicuss is now susceptible to the actor who produces the attractive shop window and in danger of being indifferent to the shy man who may take some time to develop his full character in a business.

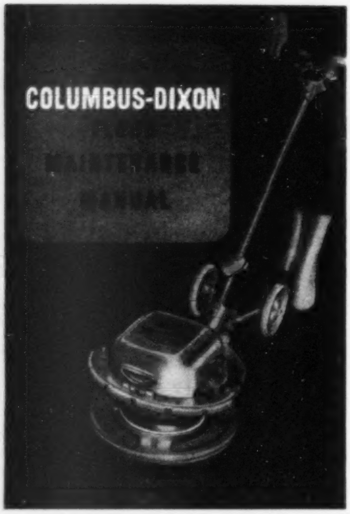
Much of our environment, education and upbringing produces the outlook which wants an assurance of earnings at 30, and full welfare facilities for everything. This means that our job in industry is sometimes to dispel these values and beliefs and put them in balance; perhaps we have had to do it to ourselves.

What we look for in our trainees must be the potential to take the lead in business problems, the courage and determination to follow the sensible and practical course at a given time, and the mental horsepower to tackle the changes and chances of the future. It may be that the man who wants to know about the Company cars, and is prepared to be critical about the Company's training policies is the man we are seeking (we certainly do not want an organization of well mannered conformists), but these do not prove his calibre, they might indicate the reverse.

I have added a few more clichés to the subject of management training, when probably Technicuss is sharpening the bear-like image mentioned by your correspondent, Mr. Mundy, but I believe we all face the dangers of interviewing so much that we warm too readily to the man who says new things, has a pleasant impudence and is even prepared to snipe at us.

J. A. SCOULLER.

403 Stroud Road,
Gloucester.



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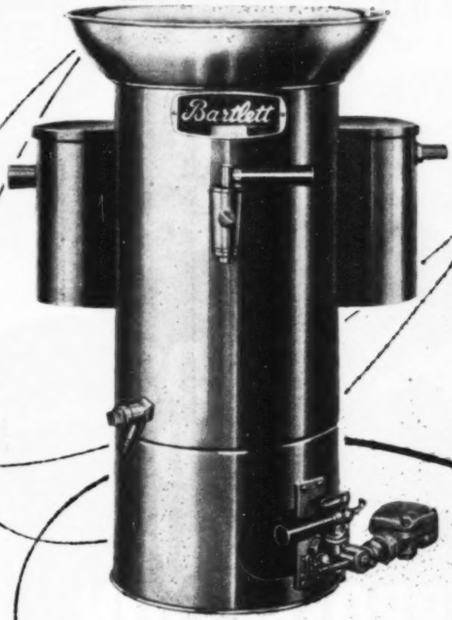

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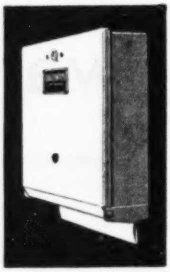

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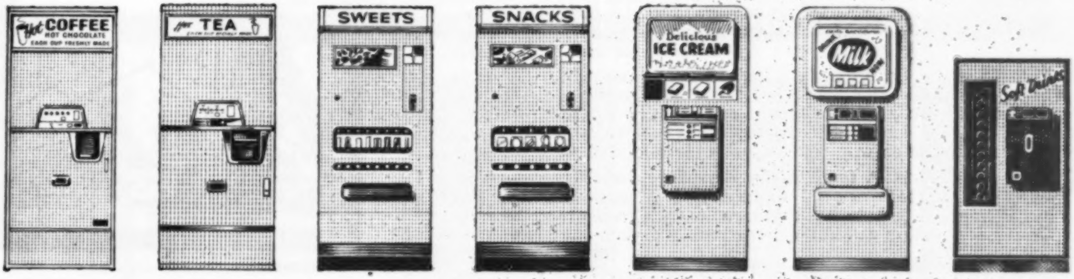
My Vendo machines don't just make my employees happy—they save losses in production time, cut down queuing, and eliminate the canteen night-shift problem. You can buy them and run them yourself or, if you prefer it, Sankey's can put you in touch with operators who will install the particular machines you want in your works and offices, and run them for you. Vendo machines are proper engineering jobs: they're reliable, they hold a lot, they look good and they **are** good.



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BY
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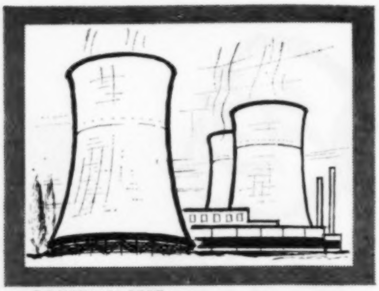
Scottish Office: 19 North Claremont Street, Glasgow C.3.
Tel: Douglas 8645.

v/s/14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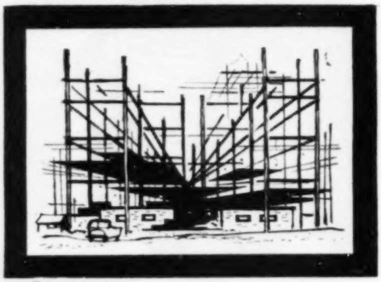
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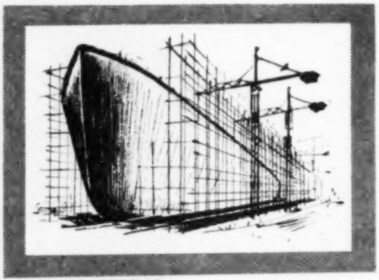
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MANAGING DIRECTOR :
Vending Machines? What for? To solve tea break problems, perhaps?

WELFARE OFFICER :
They'd be a help, sir. They've had them installed for months down at T & H and they're very pleased with the results. Of course, Fisher and Ludlow make the machines.

M. D. :
Ah, Fisher and Ludlow. Know them well. They're the Car Body and Material Handling people—make Bendix Washing Machines too. Good firm.

W. O. :
Yes. I thought perhaps a Tea and a Coffee machine to start with, and a Cigarettes Vendor . . .

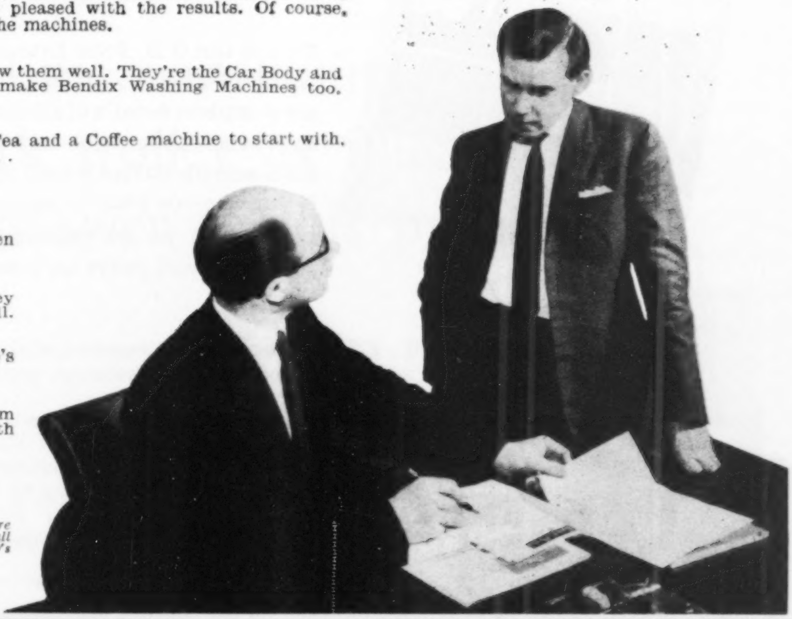
M. D. :
What about the expense?

W. O. :
Negligible. They can even make us a small profit.

M. D. :
Can they now, can they indeed? Get the rep. to call.

W. O. :
I did take the liberty. He's coming in after lunch.

M. D. :
Good. I'll leave it to you from now on. Glad you agree with my suggestion.

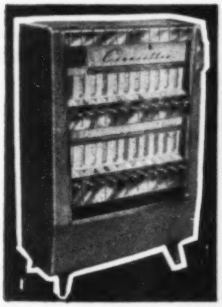


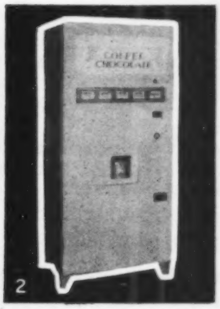
These are the machines that were subsequently installed. The W.O. is full of praise for them (and for his M.D's perspicacity).

1 **Cigarettes Console** (National Range). 22 visible columns. 726 standard packets of ten maximum capacity.

2 This **Coffee / Chocolate Vendor** serves coffee black; coffee black with sugar; coffee white; coffee white with sugar; chocolate.

3 The **Tea Vendor** offers a choice of five selections—each cup individually brewed. Cabinets available in attractive colours.





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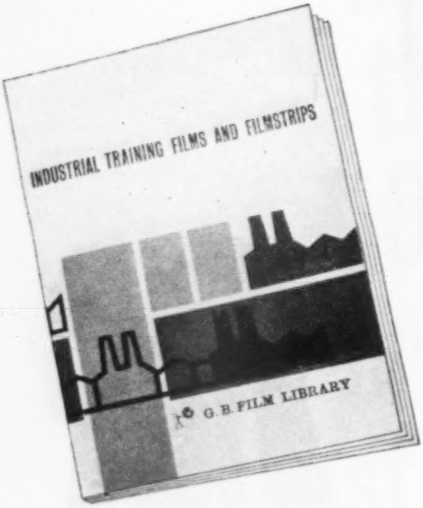

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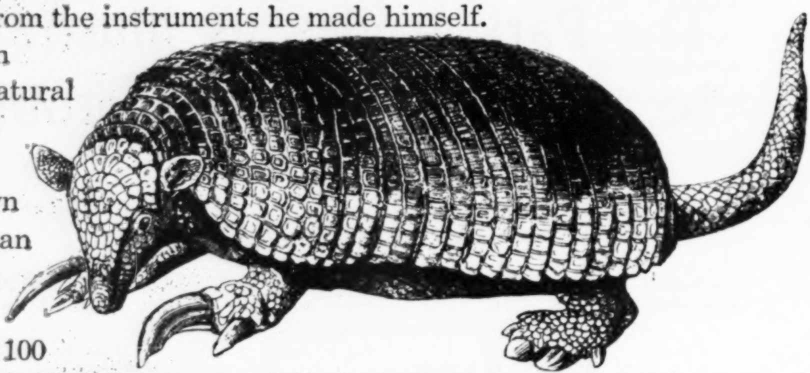
Armadillos and snails are armour plated. Birds can take to flight. Many animals, of course, take refuge in speed.

Man is poorly protected however. From the moment of his birth he faces deadly dangers. The forces of gravity and all forms of energy threaten him unceasingly. His elemental servants fire and air can destroy him. As soon as he goes out to work he faces death or injury from the instruments he made himself.



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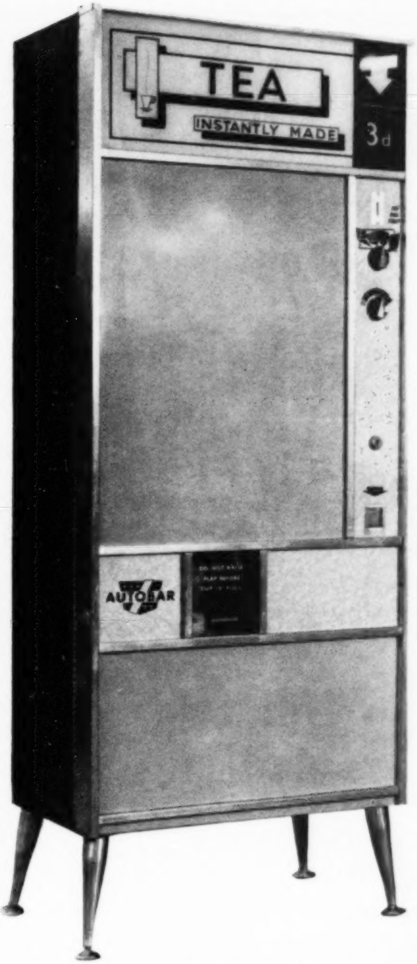
Hot tea, coffee or hot chocolate, cream and sugar. Just point the dial to your choice and insert coin . . . your drink is served automatically, at any time.



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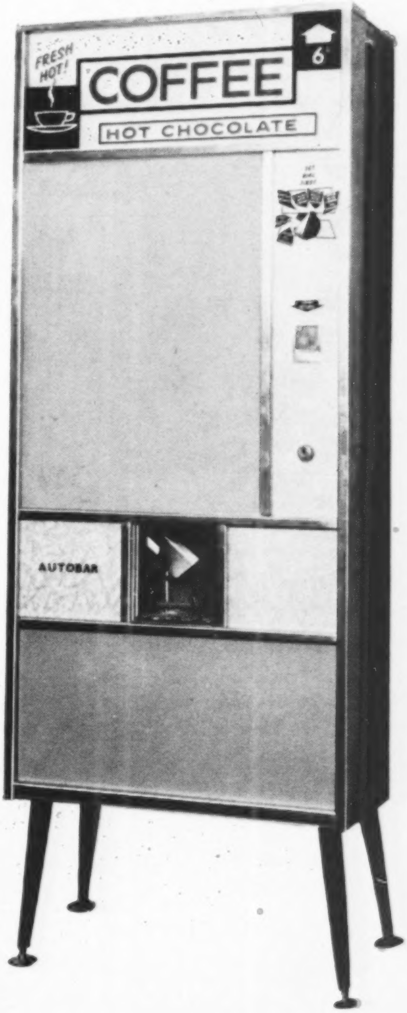

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Please send full details of your Installation in Factories and Offices of
THE AUTOBAR '250' HOT BEVERAGE AND '650' CIGARETTE/ CONFECTIONERY MACHINES

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The Way to Run a Business

New Patterns of Management, by Rensis Likert. *McGraw Hill Book Company, Inc., 56s. 6d. post paid.*

Over a number of years the Institute for Social Research has carried out an extensive study into the management practices of America's most successful business and government enterprises. In 'New Patterns of Management' written by the Director of the Institute, an attempt is made to develop a 'generalized theory of management' based on an analysis of these results.

So great have been the changes in industry brought about by improved standards of living amongst employees and recent technological advances in the factories that many middle and top managers have become aware that their own thinking is obsolete. Professor Likert is, therefore, convinced that the time is now ripe for a new theory.

In over 70 separate studies the following factors were investigated: the effect on productivity of close supervision and of freedom and frequency of contact with the chief; the value of group meetings, the importance of group loyalty and the relationship of a supervisor to his group; systems of communication and information sharing both upwards and downwards; the effectiveness of various types of leadership; decentralization of control, and the gap between what a man *thinks* he does and the way his subordinates view his behaviour.

Important conclusions emerged, and empirical tests were carried out on the basis of these findings. Results in every case are described in detail, and provide extremely interesting evidence for the principles deduced from the initial studies.

The author concludes with cautionary advice. A switch-over to less rigorous leadership should not be undertaken hastily. It is essential first to measure very thoroughly the 'casual and intervening variables' in the business concerned (in itself a very complex task), to consider a pilot scheme, and to invest in research. Nor must immediate results be expected. There is a wide gulf between theory and practice and mistakes are bound to be made. It takes two or three years to introduce a major technological change—so it might well take up to five years to introduce a different management system in a large enterprise.

IWS Supervisor's Diary and Handbook, 1962. *Industrial Welfare Society, 5s. 6d. post paid.*

Diary time again. The Industrial Welfare Society has repeated its excellent Supervisor's Handbook and Diary to cover 1962. It will fit into any supervisor's pocket, and its multitude of figures and facts should prove an invaluable handy reference.

First the figures. Apart from things we have come to expect, like postal rates, S.T.D. costs, decimal parts of £1 and mathematical formulae there are tables for wage conversion and for costing periods in 1962—also a variety of interesting statistics on such themes as the size of factories, average earnings, union membership and the cause of accidents.

As for the facts—the essentials of many relevant subjects are presented in a nutshell. To mention just a few particularly useful examples—meeting procedures; the value of suggestion schemes; Factory Acts, National Insurance Schemes, the working of law in industry and company finance. A good section is devoted to fire and accident prevention and first aid.

For those who like something to ponder over, the breakdown of days lost to industry through sickness, accidents and strikes gives much food for thought.

Interviewing for the Selection of Staff, by E. Anstey and E. O. Mercer. *George Allen & Unwin Ltd., 11s. 6d. post paid.*

This book is for those often slightly bewildered people who from time to time are faced with the task of interviewing. It does not pretend to have all the answers, but it does cover very comprehensively many aspects of the problem. Fundamental issues such as the aim and value of selection interviews are fully discussed, and supplemented with much detailed practical advice on the mechanism of the interview. A novelty, perhaps, is a chapter for the interviewee—though it is hard to imagine how many potential candidates will ever be fortunate enough to read these pearls of wisdom *before* the event.

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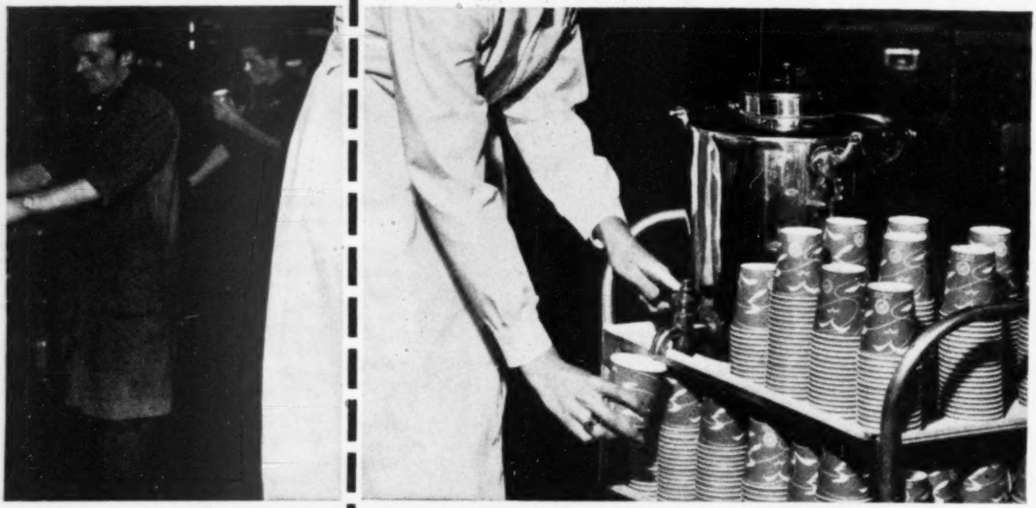


CUT LOST MAN-HOURS THIS WINTER

by using Lily paper cups

More than two thousand million man-hours were lost in industry last year through illness. Countless millions more will be lost this winter—and many of them will be *your* employees, affecting your production.

And the likelihood is that a high percentage of them will catch colds or flu by way of cross-infection from the crockery used on your tea trolleys and in your canteens.

Yet by changing to single-use LILY paper cups, plates and containers you can eliminate this source of infection and save expensive lost man-hours.

LILY paper service will save your direct catering costs, too. Companies already using paper service for their catering report that the elimination of washing-up, collection of used utensils, breakages, etc., effects substantial savings in their direct costs—in some cases up to 25 per cent.

Why not ask LILY to send a representative to make a survey of your catering arrangements? He will show you how paper service could be used to cut the costs of your industrial catering operation. Write today to:

LILY CUPS and CONTAINERS
(ENGLAND) LIMITED
FAZAKERLEY · LIVERPOOL 9
A member of the ® Robinson Group

this
human
business

by Technicuss

The Recruitment Ad. Fad

I ENVY those chaps who can afford time in their offices to read a daily paper. I envy also those who have the brass neck to say they must read one as part of their duty to the company to keep up to date with current affairs. (Obviously, I exclude those whose jobs are connected with news or newspapers.) I'm not an Underground commuter so I don't get a chance to read to and from my pitch. I do a stint with the week's backlog on Sunday. The professional interest lies naturally in the sits. vac.

I'm never sure these days who is compiling the advertisements for staff. Is it the Personnel Manager, the Advertising Manager, the P.R.O. or all three? And who, pray tell, has the most important voice? Let me say I'm delighted when my colleagues in P.R. and advertising give me a hand with mine because they know a thing or two about it. But I'm certain I can spot the ad. which has been nowhere near the personnel office and which, if anyone answers it, will cause distinct embarrassment all round.

You know the kind of thing I mean:

"Bloggins Shrimp and Jellyfish Company has been entrusted with the task of producing the Mark III imperishable sea-food sausage for the use of the Ministry of Astronomy's project 'Lunatic' for manned flight to the moon. We have some interesting problems to solve (I bet they have!) and are anxious to meet anyone (Cantab. and Oxon. only) who believes he can help us.

"Our Mr. Bowser will be available at Cross Keys Hotel, Smudgeworthy each evening of the week beginning 25th prox. to chat with interested parties."

And you can bet that their Mr. Snowser will be there too and Mr. Snowser is the chap with the order book in his back pocket. He will be on the lookout for other non-applicants attracted by the scent, hoping they might interest the Shrimp and Jellyfish Co. in their own little problem (reduced to terrestrial dimensions), of where they can buy, not an imperishable sea-food sausage, but a specially designed long-shelf-life sandwich-filling for use in trunk road cafés.

Mr. Bowser, the front man in the ad. will be agreeably surprised if anyone turns up actually wanting a job and will be suitably equipped with the smooth answer to deal with the situation, because the S. & J. Coy. are not likely to be recruiting at this time of day for the scientific staff to do the job. They will have had all the bugs out of it before they landed the contract. Low grade technicians, craftsmen and clerks they *may* need. But Cantab. and Oxon., No!

So the ad. for this doesn't emanate from the P.M. at all but the Sales boys; so it's a phoney.

Ballyhoo

What is the effect of this on the prospective applicants? Are they fooled by this surfeit of ballyhoo, or do they react in the opposite way in disillusionment and disgust? Recently we essayed a modest ad. for lab. staff who had got scarce. No fantastic statements were made, no cocktails proffered. We hinted quietly that our problems would be of interest to anyone who was looking for a bit of creative activity among the routine chores. We drew a blank. We confabbed again with the lab. wallahs. Spake the chief. "My sidekick tells me that having seen the ad. he would never have dreamed of answering it himself if he were looking for a niche." "Why not?" "Because it looks sharp. Everyone who works in a lab. knows the score on this kind of job. He would have looked at the sits. vac. column for the non-flannelling kind of stuff. He says the others all say the same. In fact, they're a bit unhappy that the company has joined in this racket. . They don't like to feel that they are associated with it. It would only fetch in the four-flushers. They say this sort of ad. might appeal to sales types but not the techs."

Well. What do you know? We sometimes overlook the fact that our own employees read our ads. and when they do it must give them a penetrating insight into top management attitudes.

The fact is, these large, voluptuous advertisements are overdoing it. It must be quite the wrong introduction to the young graduate if he is lured into the business on such exaggerated sales terms. I know we have to excite mum and dad's interest in cough mixtures and detergents in somewhat exotic overtones, but is it necessary and healthy to oversell a job? Most people regard a career with some seriousness and it can't be good for morale to feel that the initial contact with a company has been marred by a flavour of high-minded deceit.

Like the 'halo' effect in interviewing we must beware of the 'shallow' effect of advertising in this new style.

Of course, the wise ones will say that it's not the companies' fault at all and that the blame lies with the newspapers who were losing valuable advertising to the TV boys and dreamed up this notion to compensate. Supplementing their service with silvery-voiced ladies who ring up at the most inappropriate time to wheedle repeat ads. out of us, it has developed into a lucrative source of income.

If this recruitment ad. fad follows the normal course the customer's perception will become increasingly dulled, his palate cloyed, his sales resistance high. How will we stimulate him then? Quite simple really. I offer this idea for free. Just publish something like this.

"Hurry! Hurry! Post in your application forms quickly before it's too late. We are now offering two jobs to everyone instead of the usual one."

by Gordon McBeath

Straight Thinking on Salaries

Ask each manager to write his own job description; avoid scored evaluation. These are just two of the points discussed in the first of two articles describing how a well-known company revised its system of job-evaluation

SALARY administration was one of several aspects of the personnel function which we decided to review. " Are we ", management asked, " out of date?—what are others doing?"

We decided to examine the position very carefully to find out not only what others were doing, but how successfully they were doing it. Fellow personnel staff in many other companies co-operated in our search for knowledge and were generous with advice.

We found that almost everyone had acquired at least some of the fashionable parts of salary administration—job evaluation, a salary structure, merit rating, and so on. We also found that many companies were rather embarrassed by what they had; unwieldy schemes, over complicated, sometimes too rigid to be more than restrictive, and frequently blamed for all sorts of troubles. Nevertheless, they were accepted with resignation by those using them, sometimes as ' the best that money could buy ' from the consultants responsible.

In fact we were almost surprised to find that there were companies who were proud of their effective salary administration. Further study of these rare birds invariably revealed a scheme, basically simple and clearly honest, in the hands of down-to-earth administrators with clear ideas about what their policies were trying to do.

Wiser (and saddened by some of the things we had seen), we retired to do-it-ourselves, quite clear on our object.

Firstly, we drew up a new statement of our policy on salary matters.

' Each member of the staff shall receive a salary which reflects his value to the company, bearing in mind the value of his job, how well he is doing the job, and the extent to which he is expected to take on clearly bigger responsibilities in the next few years '.

We added a few notes to the effect that the salary progress of each individual should be planned, no matter how rough the planning, so that the head of each department would award increases in relation to the expected development of his staff employees.

Talked to the Board

We talked to the board on the methods we proposed to use to achieve these ends. We would obtain basic information about each job from the employee and his supervisor. The jobs would then be examined by all levels of supervision to determine their relative importance and value—applying the accumulated knowledge of management and guided by the personnel manager. A study of rates being paid by other organizations would provide us with information on which to base our salary structure subsequently. Finally, we would encourage our managers to think more seriously about the salaries of their staff.

With the support of the board, we talked to the next level of management. This stage was vital. It not only brought the entire top team of the company into the picture, but gave them an opportunity to contribute to the scheme—to give it the company stamp and claim it as their own—which guaranteed their subsequent support and interest.

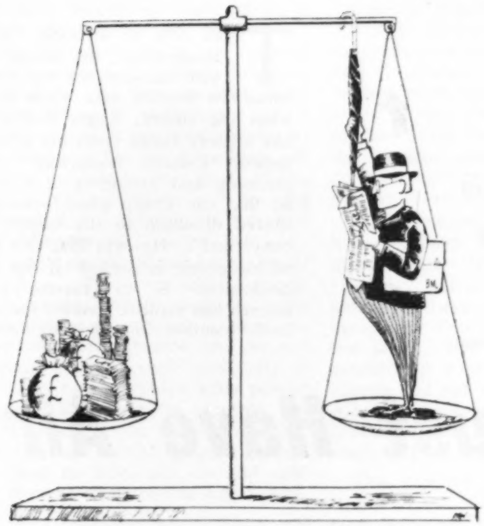
So began the next stage of the operation: a study of each job. Job titles are like large stones, concealing all manner of unlikely, and often unpleasant, objects. The first thing in any scheme is to turn over the stones and examine what is there.

We let staff turn over their own stones. Very few people are unable to write down a brief summary of how they spend their time. All that we asked was that they should limit their descriptions to about 200 words, and we gave them some samples for guidance:

The typist in the personnel department may start off:—" 75 per cent of my time is spent typing straightforward letters to applicants; acknowledging their applications, inviting them to interviews, offering jobs, or rejecting their applications. Fifteen per cent is spent. . . ."

The engineer may begin:—" 40 per cent of my time is spent studying the basic requirements outlined in customers' specifications to determine how we should tackle the jobs, the extent and type of development work required in relation to staff availability, the manufacturing equipment required . . .", and so on.

Supervisors should check this information (we found that one of our junior technicians thought he had taken over the chief engineer's job without anyone else noticing), and then add a



few notes on the essential requirements of the job. These notes vary from job to job, covering education, training, type and length of experience necessary, responsibility for assets, the importance of contacts inside and outside the company, the importance and effect of decisions which the position holder must make; and so on. This additional information is necessary as a straight description of the duties of, say, a buyer will not bring out the effect his decisions could quite possibly have on production costs.

Did we really need to have this information? The answer to this is a positive yes! The managing director in a small company may know exactly what everyone does, but experience showed that where the team was as large as 50 it was most unlikely that even the department head had a sufficient knowledge of all jobs. Without this knowledge, it was quite impossible for him to determine the relative values of any jobs properly, which was to be our next stage.

Jobs, not people

We asked our managers to consider, first, the jobs of a senior engineer and a junior typist. (Consider the *jobs* and ignore the incumbents who may not be well suited.) The engineer's job is clearly much bigger and more valuable.

Now consider a cost analyst, a junior foreman and a designer-engineer, and (although these titles mean different things to different people), you find it less easy to determine relationships. A designer-engineer needs to be more highly qualified, but a junior foreman must have more experience behind him; a cost analyst must be a wonder at figures and have the personality to get on well with both the engineer and the foreman.

Consider the basic training and job experience required; other important facets of the job, particularly the implication of decisions which the job holder can take, special personality traits which are essential, and so on; but *look at each job as a whole* and decide whether it is bigger, or smaller, or about the same size and value as the next one.

A number of people have asked why we did not use 'Points Evaluation', and as we considered this carefully, and examined several of the better 'Points Evaluation' systems in use, it is worth recording our views. This system consists of determining the requirement of each job under various factors—anything from four to over 50 factors are in use—allocating points according to scales for each factor; the total number of points determining the grade. Much fun can be had with linear and non-linear scales, and weightings, for the different factors.

'Points Evaluation' has been called 'pseudo-scientific'. It is a poor substitute for good management and practice shows it to be inflexible, time-consuming to operate, and most systems are examples of the worst kind of personnel department 'Black Magic'.

Instead we chose ranking on whole-job content.

The accumulated experience of supervisors and managers, guided by the reference notes on each job (and sometimes by the personnel manager), combined to provide accurate determination of the relative values of all jobs.

The correlation of department ranked lists into division and company lists was done by groups of managers at the appropriate level. To save time, we produced a first correlation which we 'defended' in discussion. These discussions were limited to the relationship between the more senior jobs.

At lower levels we made use of the Institute of Office Management's book *Clerical Job Grading and Merit Rating*, which defines grade limits up to senior clerical level. We adopted grades up to Grade 'E', but considered that the range of duties defined for grade 'F' should be spread over more than one level. Junior technical jobs overlap the I.O.M. structure and were easily slotted in from grade 'D' upwards on the basis of an equivalent level of educational and training requirements.

At higher levels, 'first-line' jobs for graduates and newly qualified professional staff in different activities provided us with a standard level across the organization. Higher still, the relative value of management jobs were sufficiently clear for the top executive to classify.

Clear differences

This clarity of relative values at management level may be unexpected. At this level, individuals influence job content, and the make-up of the organization beneath them. We gained the impression that at top level job × individual combinations had been "rated'. A poor performer either depressed the make-up and levels of jobs under his control or created an explosive situation which could not be tolerated.

In this way, we obtained a complete top to bottom job-importance relationship. Gradually we drew lines across the charts to cut the structure into grades; the five bottom ones linked to the I.O.M. structure, and a further seven linked to 10 levels below director-level jobs.

The final stages of setting salary limits for grades or jobs, and how we began to use these limits, are covered in the second half of this article, next month.

Fresh Ideas Must Have Air

There is now available a considerable body of know-how on management development. Are you the kind of leader to encourage others or do you stifle them at birth?

by Margaret Brown

THE title of a book, 'Creative Leadership', has stayed vividly with me since the day I read it, some few months ago, while much of what the author, Roger Bellows, said has already faded from my mind. He defines 'creative leadership' as 'the planning and arranging of a situation so that the group goes forward in a shared direction to the benefit of all concerned'. He says that this method of leadership is needed 'if our present civilization is to survive—physical science has made it possible for all men to *die* together: our growing knowledge

"One hint of impatience or ridicule and all the emotional blocks will be up".

of creative leadership must make it possible for men to *live* together'.

If we managers are to go forward with our group in a shared direction, it is clear to me that the first thing we must do is to encourage, and if necessary to *teach*, our subordinates to have ideas. This is something all managers are free to do. Some of the directions we are taking will be seen as shared if the subordinate has had the preliminary idea about them.

But ideas do not come naturally to most of us. There are several strong reasons, rooted in our emotions, why this should be so—we are all lazy, we do not think for pleasure, and we are all afraid that we shall look silly if we produce an idea which other people ridicule. (How often, for example, has someone said to you after a meeting, "I thought of several things I should have liked to have got up and said but I thought other people might think I was talking nonsense".)

So the manager has continually to reassure his subordinates that he expects ideas from them and that he will respect them when he gets them. One hint of impatience or ridicule and all the emotional blocks will be up. He has too, at times, to support subordinates against the wrath of his superiors.

I heard of one personnel manager who sanctioned an idea his assistant had for a practical training project for the apprentices. In order to teach them the system of production planning the assistant personnel manager let six of the apprentices loose in the production planning department with instructions to find out about the system.

Over Enthusiastic

Tactless and over enthusiastic, six earnest apprentices worried the busy production planners and one of them tackled the head of the department and told him what was wrong with the system. The planning manager complained to the works manager and when he in turn complained to the personnel manager, the latter said: "Well it wasn't my idea, it was my assistant's". The inflow of ideas in that department was abruptly reduced to a trickle! The correct approach should have been to ensure beforehand that the subordinate was providing adequate safeguards so that his idea would not misfire, and then support him to the hilt.

Another practical way of encouraging thinking is to hold 'brain storming' sessions with a group of subordinates, and one firm is experimenting with 'problem meetings'. In a brainstorming session the group is asked to produce as many ideas as it can in, say, 10 minutes. The one rule is that no one must say anything derogatory about anyone else's idea. The results, in many cases, have been quite startling. As one idea sparked off another, true creative thinking has been released and new solutions have been found.

The 'problem meeting' is aimed to have the same effect. Instead of the usual, often stale and unproductive 'progress meetings' which take place within a department, the standing agenda is 'Problems we face in doing our jobs'. The reporting to the chief executive is done by a group of subordinates and not by the divisional chief. All are encouraged to explore common problems, with no hint that it is someone's fault that the situation has arisen.

This positive approach to thinking is even more necessary as enterprises grow larger and more closely organized. One engineer, working in a firm which has now become part of a nation-wide organization, voiced to me the effect this had had on him. He said: "Before, I used to have an idea for a better way of doing something and I just went ahead and tried it out. Now all that is changed. There are so many systems and controls, the whole thing becomes so complicated, it's not worth producing the idea".

Additionally, I would suggest, we can go forward in a shared direction with subordinates, if we encourage them to make decisions and to help us to make ours. Norman Maier recently said some very useful things about this: he suggests the effectiveness of a decision depends firstly on its quality and secondly on its acceptability.

Supposing then there are four ways of doing a job. The best method is Method A, the second best is Method B, the third best is Method C and the fourth best is Method D. You may, however, know that your subordinates prefer these methods in the following order: D, C, B, A. Which method is finally chosen must take this into account. The second or third best method from a quality point of view, which has solid employee support, will often get the job done better than a best method that gets no support.

A creative manager should analyse the decisions he has to make and then categorize them correctly under one of three headings:

(1) Decisions requiring high quality and low acceptance, such as buying new equipment.

(2) Decisions requiring high acceptance and low quality, for example, rota systems, holiday breaks.

(3) Decisions requiring high quality and high acceptance, such as introducing new labour-saving equipment, or improving safety or maintenance standards.

The manager will then be able to decide which of his decisions he will make off his own bat, and which ones it is necessary to discuss with his subordinates. If he is wise he will decide to leave some decisions up to them.

Trouble in Store

One departmental manager in a retail store always had trouble in the haberdashery department, because the job of keeping up adequate supplies of the many different items was never performed properly. The three shop assistants concerned preferred to serve and disliked the trek down to the basement to ferret out new boxes of merchandise. The rule this manager had made stipulated that the girls should do this duty one week in three.

But, since this decision comes under the heading of low quality, high acceptability, he made up his mind to hand the decision right over to the girls. The result, he said, frankly surprised him. The girls said they would do the stock collecting job for one day each, not one week. The manager felt this was a low quality and impractical solution, but let it stand. This was very wise for, since the girls had made the decision themselves, their interests and emotions were involved in it, and they made it work.

One writer has called this process 'ego involvement'. In this example the manager involved the group's ego in the work to be done. It is equally important, however, to help individual subordinates to get involved in the task. Thus the manager should ensure that a fair proportion of his subordinates' time is spent in doing things he likes doing and can do well. At the same time, he should train him in those areas in which he is weak, so that the proportion of tasks the subordinate dislikes gradually decreases.

Implicit in these practical suggestions to make leadership truly 'creative' is, I think, the need for a philosophy at the back of it all. An approach wherein the manager says to himself: "My concern for technical and administrative efficiency must go hand in hand with my concern for the well-being, feelings and ideas of my subordinates".

Notice to quit. But it is not easy to discard 26 years of your life at a drop of the hat

They're Cutting Down on Me

by D. E. Patty

Redundancy amongst staff employees is scattered and gradual. But it is happening with increasing frequency. What does it feel like to be on the receiving end?

WHEN you hear that old so-and-so has been given marching orders—or prematurely retired if he is old enough—your feelings in the matter will depend on how well you know him. If you've had the odd pint together, you will most likely avoid him when he is hanging around like Banquo's ghost during the period of notice. And if you do come up against him you'll probably make the appropriate noises of sympathy, perhaps wring his hand, and wish him the very best of luck.

The feeling you have is akin to the one you get when scanning the obituaries. "Too bad," you think, "but I'm still here." And despite internal admonitions to the contrary—"We're none of us immortal, no one is indispensable"—a little imp of glee, certain of his own continuity, dances up and down inside you.

I know, because I've seen it in my

colleagues' eyes. At present I'm under notice to quit.

Last year I was formally presented by the Director with a gold watch for long and loyal service, while my colleagues stood around and clapped. This year, I'm formally presented with—the boot.

The thing was done in accordance with accepted principles of personnel administration, of course. After my 26 years with the company, the boss sent for me and broke the news as kindly as he could.

"No reflection on you or your abilities, Ernie," he said with an uneasy smile, "it's just that we have to do some pruning somewhere, and as a result, your job no longer exists."

Although I had heard rumours a fortnight previously ("Bad show, that," said my boss when I told him) it was still rather a shock.

Resisting conflicting impulses to (a) scream imprecations or (b) go down on my knees and plead for my innocent wife and babe, I let the old boy down lightly, helped in the knowledge that I have a sound fund of experience and should be able to make a reasonable living with or without this particular company.

So I was able in a way to watch the process of regurgitation and rejection of a part of the body politic with a certain amount of dispassionate and bemused interest.

I listened to what a tough time he'd had in the past and how well I was being treated. "Two months' notice—the maximum of 12 weeks' pay as compensation—why, you'll leave us with the best part of £1,000!" he said as if admiring my luck.

It occurred to me that the greater proportion of this was merely my own earnings being returned to me in the form of pensions fund contributions, but I refrained from pointing out that it wasn't exactly a golden handshake, that I had a house mortgage round my neck and another year to pay off on the car. He so patently felt much worse than I did.

On the score of my long service I was offered an Alternative. A desk job at a suburban branch assisting a man formerly of equal status to myself. My salary would be maintained, my pension rights safeguarded, the only snag was that the job could not be guaranteed for more than six months.

I don't expect permanence—can anybody?—but my first impulse was to reject the Alternative out of hand. A spirit of native caution moved me to keep it open—the outside world might be not quite so welcoming.

As it looked like dragging on, I terminated the interview myself. "If you're stuck over getting a job somewhere else I'll see what I can do for you" offered my boss.

Later in the day I had a session with the Staff Supervisor (male) to confirm the technical details of the cutting-out operation and to get further information about the Alternative. He greeted me with a face as long as a kite but relaxed his expression with obvious relief when it appeared I was not going to break down in his office.

No Bad Feelings

We discussed arrangements in a business-like way and I was able to get off my chest several rather snappy and cutting observations thought of since my first interview. Staff supervisors (male) are used to that sort of thing and he bore me no ill-will.

The news had got around. In the approved manner my colleagues had been informed that cuts had been made in the department but that they were not affected, at least, for a time.

That is when I detected the uncontrollable little imp of glee dancing in them. Two and two make four—Ernie's out and we're safe.

In self-defence I asked them whether they intended to commiserate with or congratulate me. And for good measure I told them since they were all too old, too stupid or too weak to earn a living in the outside world it was clear why I had been chosen for the honour.

They retaliated by saying it was clear why I had got the push: my accumulated credit in the pensions fund had alarmed the company, who were afraid I might make a take-over bid.

This was all very well, but I still had to tell my wife I had got the sack. And my wife had a queer but commendably loyal idea that the company was kept going mainly through my efforts. I don't know what I could have said to give her that impression.

I met her at a social club dance some 15 years ago. She was a company girl and should therefore know better.

There's no sense in wasting good food, so I saved the news until after supper as I did not want to put her off her meal. She did know better. Her confidence in me was a tonic and her scathing denunciations of the company reinforced my rather chipped and wounded self-respect.

We decided that it was a blessing in disguise. Opportunities outside were bound to be better—we could sell the house, and together with my pension refund, buy a small business . . .

We went to bed in a rosy glow like Britain after Dunkirk.

As soon as my head hit the pillow, my brain started working like a squirrel in a cage, sorting out lines of action, weighing one choice against another, pointing out advantages and disadvantages, covering the same ground again and again.

At 2.30 a.m. I put on a dressing gown and sneaked downstairs with a Simenon novel so as not to disturb my wife with my tossing and turning. At 5 a.m. I woke up in an armchair stiff and cold and crept back to a warm bed and a wife who was pretending to be asleep.

By the time I reached the office my overnight planning and scheming had matured. The strategy was to hold open the Alternative as long as possible while I tried the open market for my own line, which I happen to know something about.

Early that morning the director asked me to come to his office. He was sad, very sad. Especially in view of my long service. But economic laws are harsh. Why, he remembered being in a similar position at the age of 48.

I was frank and outlined my strategy. He was understanding and by no means annoyed at my reluctance to accept the Alternative. I told him I knew the decision had been impartial but I thought it was a mistake. He listened to me patiently while I outlined the reasons and predicted the consequences.

He owed it to me, anyway. Hadn't I listened to what happened to him when he was 48?

"Anyway," he said as I rose to leave, "take your time—not too long, of course!—but have all the time you need for interviews. Try to fix them for early or mid-morning if you can, that's when most people are at their best."

Advertisements have been placed in the journals of the professional associations to which I belong. I have contacted the Executive and Professional Services Branch of the Ministry of Labour, and given details of myself to three or four bureaux. Now I'm busy scanning the columns of the *Telegraph*, *The Times*, the *Guardian* and other periodicals.

Four applications are in my pocket (I wonder, incidentally, whether the company should pay the postage?) and I'm getting rather worried. Today's Thursday, I was told on Tuesday and I haven't got a job yet. Do you know of any vacancies for a not very decorative but highly functional executive?

Men in the new Warrington factory of Electro-Hydraulics Ltd., queue during teabreak for an individually brewed cup of tea. Five men, timed by stopwatch, were served in 1 minute 38 seconds

Tea Breaks Without Tears

Automatic vending has made tremendous technical progress. Our thinking also needs to be progressive to take advantage of the new benefits.

by Richard Bates

CUT the lunch-break down to half-an-hour, but let your employees keep the time they now take for morning and afternoon tea and snacks. This is a serious proposition for any management faced with the mighty problem of having to reduce hours. I anticipate that these same firms will also be spending much of 1962 in attempts to reduce costs. In this event, the solution is identical. It might even be said to add weight to the arguments.

Mad! This must inevitably be the reaction of most people who have been watching the tea-break fiasco at Dagenham. Yet these happenings are what cause people to think again over the whole problem of time-off for refreshment and a break.

There is no evading the implications of the Ford issue. No matter how wrong they are to regard tea-breaks as a right, workpeople will invariably fight any management move that appears to threaten the basis of their ' privileges '. Seeing their break whittled down to five minutes, they reason that it will not be long before the management arrives at some new conclusion: that five minutes are not much to have to surrender, and that they certainly cannot be regarded as a real rest period for anyone on a heavy job.

Many more companies will be coming within reach of the 40-hour week during the next 12 months. Whether they respond to union demands, to private wishes or to the deliberations of employer federations, they will require material aids in achieving their objective. Therefore, the future of automatic vending machines becomes immediately rosy. They will be in even heavier demand. They are indispensable if we adopt a sensible procedure for dealing with the question of breaks.

First, managements should allow their employees to keep mid-morning and afternoon breaks. However, the remaining breaks must come in a new form: let them be taken at no set time. Install the required number of automatic, 24-hour machines, and let the worker use them at will.

Some managements, especially those who have workers on fast-moving production lines, will say that this is an impracticable proposition if a steady flow of work is to be preserved. At first glance, this seems a justifiable case of special pleading. But if in these factories no one is to leave the conveyor while his colleagues remain, must we assume that the entire production force uses the toilet at the same time? No possible variation?

Less Loitering

If breaks are taken outside the conventional on/off whistles and hooters, it follows that mechanized catering will offer by far the best service. But there are other benefits. Could it not be that by taking individual breaks, workers will have less incentive to loiter? The cost of loitering, though substantially lower to the company than the price paid for strike action, is still quite considerably high.

By discontinuing the set break, management should benefit from less time-wasting. So in fact the company approaches nearer to the 40-hour week without friction between themselves and the men. The real gain comes from reducing the lunchtime break by half to thirty minutes.

In the centre of London I can walk five minutes from the office to a cafeteria, have lunch comfortably (main course, sweet and a glass of milk), and walk back to the office all within the space of half-an-hour. There is one factory I know where workers have to walk for the whole of such a period in order to get to and from their works canteen. With so many new developments in the field of automatic vending there is no reason why these men should have to travel more than a few yards to their mechanised lunch and drink.

What objections are there to such ventures? Naturally, we can expect many labour officers to scoff at the idea of 'chopping' the lunch-hour. But is it any more laughable than the very serious steps taken by some managements to do away with the tea-break? Medical officers may consider the time insufficient on health grounds. This is doubtful and, in any event, will present no great difficulty in factories such as the one I have just mentioned.

Of course, the main objection will come from the employees.

It would appear somewhat easier to argue this one out—where they are just taking all-round reductions without losing any break altogether—than to justify the abolition of the shorter breaks for tea.

In office premises and some factories outside the big cities, it has often been claimed that part of the lunch period is widely used by women to do their household shopping. From 1962 onwards, this will no longer be an acceptable debating point from the management angle. More and more automatic shops are being introduced to the market. By installing them, managements can provide adequate shopping facilities within their own walls. This also suggests itself as a good way of overcoming staffing difficulties in areas where women workers find it difficult to get to any shops in the evenings when work is over.

For the small firms, where outlay may be a preventive, it would seem a worthwhile investment for a group to to have an automarket purchased jointly It could be fitted inside the gates of one of their factories for use by all employees. For fresh purchases such as meat or bread which might not be suitable for some of these 'shops' (I do not suggest this will remain a barrier) employees should be reminded that they have now more time in the evening to get those one or two items from their local centres.

For the company that is to introduce reduced working hours within the next six months, I suggest that these plans may not operate as effectively as they would with more time to spare for negotiation and discussion with workers' representatives. For such companies, vending machines have only their conventional (but nonetheless revolutionary) advantages.

If your company intends to start cutting back hours after the summer holidays, vending machine manufacturers and operators will still be there to assist in providing an easy, frictionless way to success. But it is the lunch-break that needs to be toppled. Improve the tea-break—do not abolish it.

The automatic shop, supplying all the basic goods for housewives, is a new answer to an old problem for women workers.

George Woodcock: "One of the supervisor's problems is to know how far his board will back him up — and I don't mean in fighting his workpeople but in supporting them."

'On my left Frank Cousins, George Woodcock.
On my right Vincent Everard,
Sir George Pollock. Man in the middle
Hugh Clegg.'

Anatomy of Strikes

By David Hunt

Frank Cousins: "It's not true that workers come out just because they're led by one man. That's the culmination of a lot of bad feeling. The final incident, not the first."

"INDUSTRIAL change is a cause of strikes and it is a more important cause in Britain than in other countries". With this challenge, Hugh Clegg, of Nuffield College, Oxford, opened his comments to one of the conference sessions organized by the British Productivity Council in connection with the Factory Equipment Exhibition.

We sat in a comfortable lecture hall inside the Earls Court Hall while the latest thing in fork-lift trucks rumbled away below us and change, gleaming and freshly-painted, occupied all the floor-space downstairs.

But on the platform the figures were reassuringly familiar. They had weathered positive hurricanes of change:—Vincent Everard, President of the Engineering Employers' Federation, George Woodcock, described as the philosopher of the T.U.C., Lord Fleck chairing the meeting, Frank Cousins, genial and large, and "on the extreme left", as Lord Fleck had quipped, Sir George Pollock, Q.C., Director of the British Employers' Federation.

They weathered Hugh Clegg's comments too, with scarcely a snort amongst the four of them. (The chairman, of course, was obliged to be impartial.) Clegg supported his observations by appealing first to the fact that change was generally believed to be a cause of strikes, and secondly to history. "Why were industrial relations so troubled in the boot and shoe industry in the last decade of the 19th century? Because, the answer runs, new methods of organizing production were leading to alterations in systems of payment, in the composition of the working teams, and so on. Consequently, naturally enough, there was bound to be strife."

Strike statistics, he pointed out, reveal that in almost every country in the world coalminers usually head the tables both for numbers of strikes and for numbers of working days lost through strikes. Amongst other reasons, an important factor is the rapid change in conditions due to the advance of the seam into new geological strata. In a different way, the car industry, which has been so troubled in recent years, has as its distinguishing features, a very volatile market and a " breathless pace of technical advance."

The strikes following from industrial change tend to be on a small scale, because industrial changes usually occur piecemeal. Any particular change affects only a tiny fraction of an industry's labour force and so is not nearly so likely to lead to a large-scale stoppage as a dispute over wages and hours. That Britain is extraordinarily prone to such small strikes suggests that change is a major cause of the stoppages we have. Though we have one of the highest rates of strikes in the world, there is only a modest loss of working days.

The conference was warned that too much emphasis can easily be placed on strikes in Britain. We were reminded by Mr. Clegg that average annual working days lost in recent years account for less than two hours per worker per year. But it is sad to reflect that more rapid industrial advance, which is essential to our economy, will lead to continued growth in the number of strikes.

As a nation, we dislike change. Mr. Clegg chided us for our conservatism and cited as the best possible evidence of our determination to preserve our inheritance the unparalleled complexity of our trade union movement. However much we might have fawned around the glittering machines exhibited below, our passion for preserving the past came to the fore in our affection for the creaking machinery of industrial relations.

What can we do to change our machinery or change ourselves to be less frightened of industrial advance? Our enemy is prejudice and our weapon must be education, said Clegg. This means, in a limited sense, the education of shop stewards and supervisors working in industry. More broadly, it means tackling the problem in our secondary modern schools. " Many people " Clegg argued, " see our most pressing needs in better selection and more careful nurture of the best brains who will run industry and the country. But it would be a waste of time to concentrate resources on this objective only to find that the minority of men and women it brought to the top were obstructed at every turn by the ignorant majority, prejudiced against change ".

The conference settled down to brood on their conservatism while they next watched a B.P.C. film, entitled 'Dispute'. This, unlike Mr. Clegg, gave us no clear line on strikes. Rather, it seemed to suggest, they were the product of complicated personal issues, such as daughter-trouble in the home, foreman-trouble at work, and young bosses full of ideas but sadly lacking tact. Nobody was wrong really. It was simply one of those unfortunate things that happen.

Civilized People

Whether they were still under the spell of the film, or were just eager to prove complete lack of prejudice about each other, the discussion panel conveyed much the same message. One began to wonder how it ever occurred that two sides could become so uncivilized as to wrangle and dispute. Only gradually did it become possible to see any divergence in their views.

" Insecurity is the basic trouble ", said Frank Cousins. " Give me a company that gives its workers a sense of security and I will show you a company without disputes. The way change is put over is more important than change itself ".

Vincent Everard agreed with him about insecurity. So quietly that one almost failed to notice the addition, to his basic list of work-people's fear and insecurity he tagged on the phrase " and their natural avarice ".

I suppose it is George Woodcock's slow, careful and gentle manner which has given him the title of 'philosopher'. Certainly it is not any airy metaphysics in his thought. The real question, as he saw it, was how to prevent disputes, which are inevitable, from reaching the stage of strikes, which are not. The answer is largely a matter of constantly improving our fundamental negotiating machinery. Change could be troublesome. " I'm not very much up in modern workshop conditions, but I remember that when I was a weaver we were subject to changes. We were not averse to change. We were as anxious as the employers to make a success of poplins instead of the '812's'. But we were expected to produce them on exactly the same looms. Management would not make the small adjustment necessary to the equipment. All the weight of the changes fell on us ".

He suspected that the problem of industrial relations went beyond education in the normal sense. A real social barrier existed which had to be broken down so that management and workers could speak the same language.

On this point Sir George Pollock enthusiastically agreed. We were, he said, still the most socially conscious of countries. " There are still some jobs which you can't get unless you have the right accent ".

Vincent Everard commented that he saw the problem mainly in the fact that we haven't learnt yet how to recruit and train. " The natural leader on the shop-floor isn't there today because he has been creamed off ".

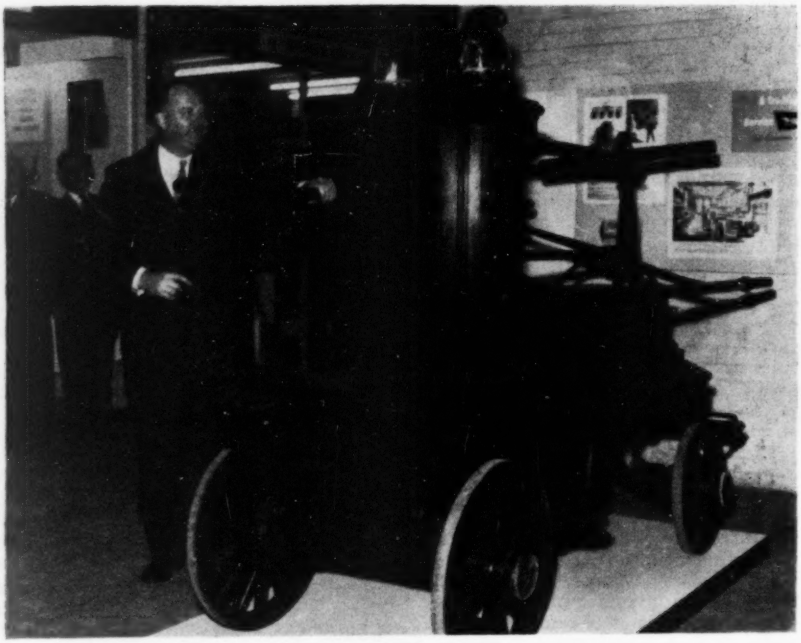
" Perhaps they're all on our side ", suggested Mr. Cousins. " Most shop-stewards in my organization could pass university entrance examination ". He remarked that the 'two languages' of industry may simply be the product of an unfortunate 'double-think'. " People in business believe it is good and proper to get the highest price for their product. When workers sell their only commodity at the highest obtainable price, they are regarded as doing the wrong thing. " I went to an engineering firm with whom we were having a little argument the other day. 'Let's compromise', I suggested. 'I know you and your compromise, Frank', my friend said. 'It means me giving in on everything'. 'Exactly', I said, 'You've got it and we haven't'."

Strikes may be as basic and ineradicable as that. But to end on a more cheerful note here are some other George Woodcock reflections. " What are good intentions unless our negotiating machinery shows them? We have a system in which we are free to make fools of ourselves because negotiations and industrial relations in this country are still looked upon as an art rather than a science ".

There's a good deal for personnel managers in that last remark. Nice to know too, that the T.U.C. has good intentions for changing its own machinery.

All Your Own Show

This year's Factory Equipment Exhibition featured products from more than 350 firms to help us to make our own place of work more efficient and more pleasant. Whether you view them as necessities or luxuries, you can take your choice from the selection of equipment pictured here.



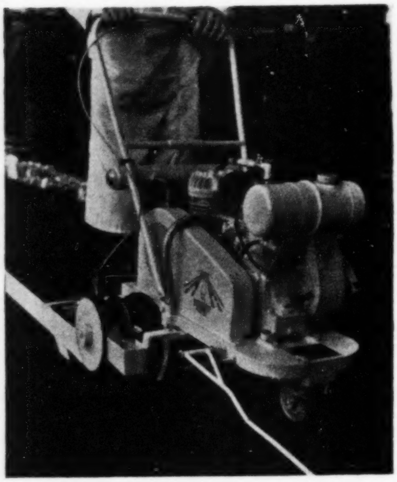
▲*Dr. Richard Beeching tries out an 1850 vintage Merryweather fire pump. The same firm protects industry today*

DR. BEECHING'S phrase for describing the exhibition was 'ordered diversity'. It was split, for the first time, into 14 separate sections so that it was easy to locate the new equipment which held the greatest interest for personnel departments.

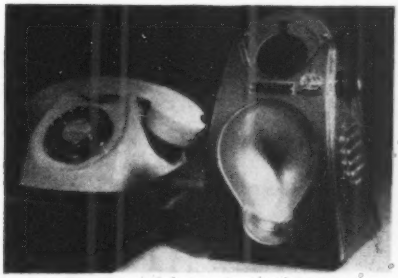
The theme of efficiency and comfort occasionally took odd twists. Trucks and trolleys were driven with calculated abandon by languorous model-girls. 'Fashion' parades of protective clothing and personal safety-equipment featured someone called Charles, wearing a suit fitted with ventilation tubes. Charles, to his great credit, managed to return a professional 'my-shirt's-whiter-than-yours' look even as air gushed into his suit through a P.V.C. hose.

Advanced vending machines, equipment for easier cleaning, safety clothing, all were there. The purpose of the display was twofold: to demonstrate the equipment which we know we need, and to suggest quite new opportunities for improvement.

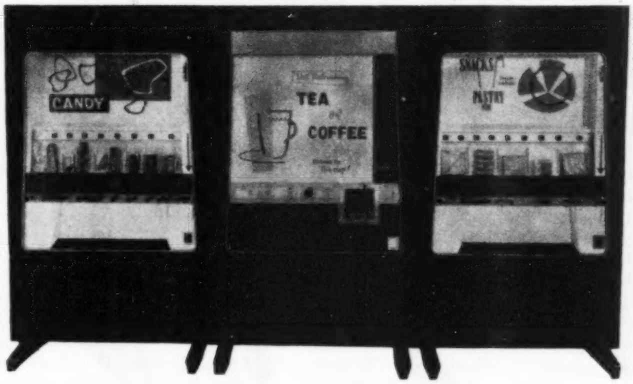
The H.F.50 Satellite, manufactured by Planet Holdings, serves a dual purpose. Its main use is to paint gangway safety lines at a speed of 40 to 45 ft. per minute. But it can also rapidly mark out tennis courts ▶



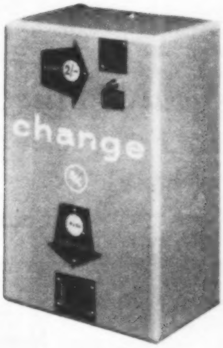
◀*The North 1900 Safety Spectacle, by Northide Ltd., weighs less than half an ounce and can be worn over ordinary spectacles without fogging or distortion*



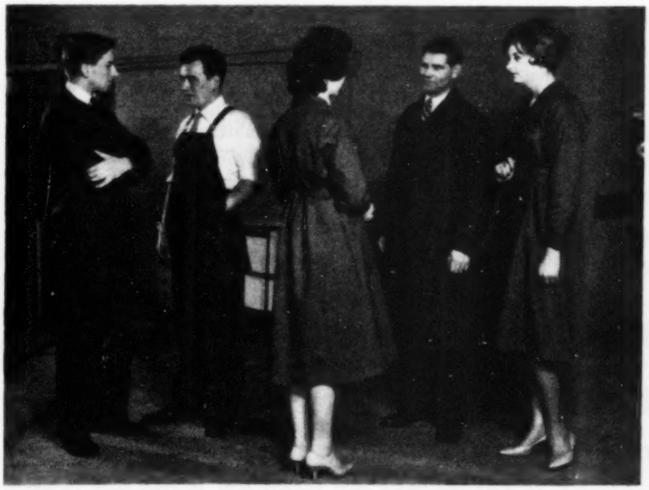
▲*A transistorized printed-circuit telephone amplifier which affords the telephone user 'hands free' telephone communication. The amplifier's styling blends well with either new or old type telephones. It is manufactured by Fonadek (Branson) Ltd.*



▲*Progress in design is well illustrated in this range of Gloster automatic vending machines, selling chocolate, tea or coffee, and snacks. Tea is individually brewed in the cup*



▲*Meters and vending machines pose change problems for the user. This B.A.C. machine will change coins in six different combinations. It is fully selective and offers protection against spurious coins*



◀ *Clothing displayed by Sketchley Overall Service proves that comfort can be reconciled with functional design and that overalls may even brighten the factory. Workwear colours range from white to royal blue or beige*

Gone deuced quiet, ain't it, Fortescue?

Courage, Sir Henry. Do not allow yourself to imagine it is the lull before the storm.

Dashed tricky business—increasing an overdraft . . .

All of us are inclined to be aware of an 'awesome hush' as we approach the Bank Manager's sanctum. But, on this occasion, there is another reason.

There is ? Speak then, man . . .

The reason is above you, Sir Henry. Cullum Acoustic Tiles. Recently installed here . . . as in so many other buildings where *unwanted* noise must be kept to a minimum. Where sound must be controlled, and nerves kept cool and steady.

Cullum, eh. They are indeed performing a notable service. Lead on, Fortescue . . . any man who works in this haven of peace and quiet must be in a relaxed and friendly state of mind!

CULLUM *MASTERS OF SOUND*

BRITAIN'S MOST EXPERIENCED ACOUSTIC ENGINEERS

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by John S. H. Smith

Music Hath Charms . . .

Background music can counteract the effects of boredom in routine work. But it must be planned to fit the job.

LACK of enthusiasm among workers engaged on routine or repetitive tasks, and the accompanying problems such as a high turnover rate, are a constant worry to harassed works and office managers.

One of the most frequently mooted solutions has been background music. Accordingly some managements have arranged a gramophone hook-up with their paging system, or installed a new loudspeaker system. Their next step has been to delegate one of the office juniors to play records; the resulting programme may be enjoyed by the workers, but the contribution to increased efficiency and production will be zero. To be effective background music must be scientifically planned.

The theory of background music as a factor in improving the working environment, was originated by Wyatt and Langdon in Report No. 77 of the Medical Research Council's Industrial Health Research Board, 'Fatigue and Boredom in Repetitive Work', dated 1937. The basic theory has since been added to and improved upon by teams of industrial psychologists both here and in the United States.

Briefly, Wyatt and Langdon suggested that boredom and loss of operating efficiency arose when workers could not find enough to interest them in the task at hand. Since their work was so undemanding, they had to find outlets for their frustration. This would generally take the form of creating diversions for themselves. Gossiping, absenteeism, trouble-making, unnecessary trips to the toilet, daydreaming, secret smoking—all these are forms of diversion used by workers to get them through their monotonous day. Obviously, if some form of controlled diversion could be introduced the savings in time and efficiency-loss would be enormous. The diversion put forward was that of music, and this was used by the BBC and industry during the war through the 'Music While You Work' broadcasts.

But this was a very crude version of what was really required. And it was some years before industrial psychologists realised that it was not just music that was required, but a very special type of music that would serve as an auditory stimulus. This stimulus could then be applied to audience work-groups at set times during their working day to achieve a desired effect—a will to work and to enjoy work.

When charted, a worker's daily efficiency average generally shows that this is fairly high as work is commenced but declines towards mid-morning when the lowest point is reached; efficiency slowly improves towards lunchtime as the worker anticipates release. The afternoon pattern is much the same. The purpose of an auditory stimulus is to mirror the previously established efficiency curve and to counteract the periods of 'energy-ebb'.

The music required to perform the function of an auditory stimulus cannot be bought in shops—it has to be specially created. The only firm in the business of supplying scientifically planned music, Planned Music Ltd., operate as follows. First of all a musical item will be selected, this will then be passed to one of a team of 16 orchestrators who will arrange the number according to specifications laid down by the organization's industrial psychologists. These specifications call for the elimination of novel effects, and the re-scoring of extra quiet or extra loud passages. Solo instruments, vocalists, and tunes in the current hit-parade are never included in programmes since these would attract 'conscious' listening and functional music is designed to do exactly the opposite. Once the tune has been orchestrated it is recorded under supervision and the result is put before a panel of industrial psychologists who determine its exact mood rating and the position and place it should have in programming items to suit a particular environment.

By this method a vast library of special music has been built up—a necessary requirement for effective use since repetitive programmes would breed their own monotony. Music played continuously is soon relegated to the realm of the subconscious and so functional work music is arranged to play for 12½ minutes in every half hour. Volume levels are always carefully regulated to ensure that the sound is merely 'present' — never obviously loud or so low that you have to strain to hear.

How does this functional music 'work' on the listener? It seems to be successful by creating a pleasing environment, by awakening, through music, recollections of former pleasant emotional states. Thus a state of subconscious preoccupation is induced which materially aids conscious concentration because it eliminates the need to find the immediate emotional satisfaction normally provided by external or self-created distractions.

Correctly applied, background music certainly has a part to play in personnel welfare. Workers can be freed from the emotionally destructive effects of routine, boredom, and tension—as well as the actual physical fatigue which stems from these emotional origins. Employers have found that functional work music has paid for itself; production figures have improved, staff turnover has been cut drastically, and production errors minimized. This has been the experience of employers in the United States. Functional work music installations in Great Britain are already showing encouraging results.

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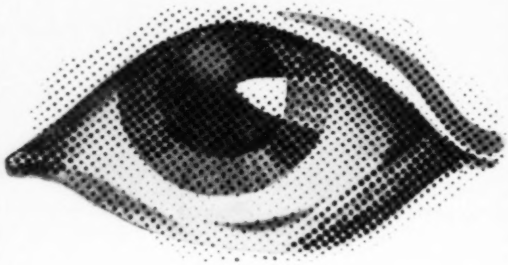

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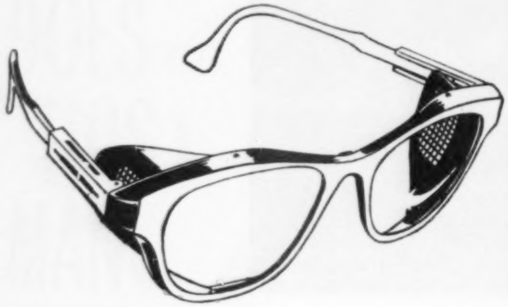

is better than cure

Foresight about eyesight means putting your operatives' eyes behind the Northide Safety Spectacle (Model 1900).

Evolved by eye safety specialists, this model gives a *personal* fit—through its adjustable telescopic arms.

In nylon . . . weighing just half an ounce. Dismantles by hand. All parts interchangeable and replaceable. Wears comfortably over ordinary glasses without fogging or distortion.

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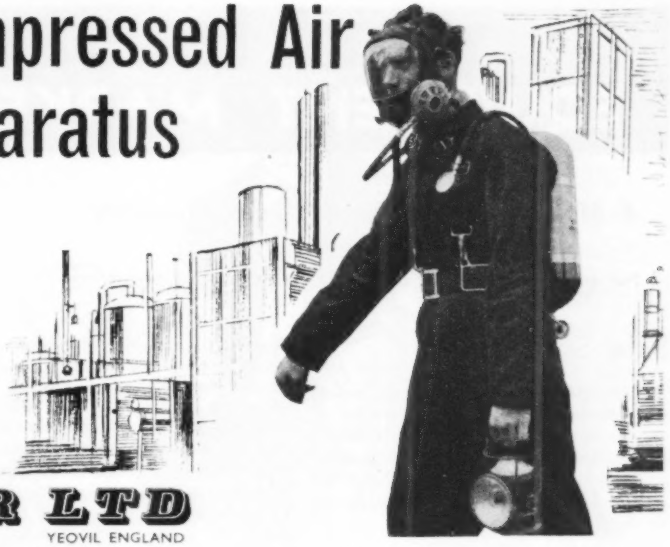

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considered judgment

Summing up, the case for preventing foot accidents is a major responsibility for all safety minded people. The Verdict in favour of top quality - reliable footwear is undeniable and impels us to direct your attention to our extensive range of styles, designed to cater for most industrial occupations.

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EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

For more details, USE COLOURED FORM AT BACK

Safe Suspension

MODERN industry makes many demands on the manufacturers of safety equipment. But the *Pakawa* range of safety belts is claimed to have a safety belt to meet every industrial need. Here one is in use 500 ft. up on the Forth Road Bridge.

The *Pakawa* belts are now being made from Dualon webbing—a new fabric consisting of a grey web with a red centre, which shows through as a danger signal when the belt starts to wear. Extreme strength is combined with lightness and comfort. Moreover the scope of the basic equipment can be considerably increased by fitting it with a number of attachments. Examples are nylon rope and hook for window cleaners; a three-point lifting harness for workers in enclosed spaces; self adjustment pole strap for linesmen; and straps, lines or bosun's chair for engineers.

The same firm has also produced the *Savall*—a cunning combination of safety harness and overall. This allows perfect freedom of movement, but at the same time would hold the wearer in a safe position if he should fall. The belt is attached to the overalls so inconspicuously that it is invisible—thus sparing the workman any feeling of self-consciousness about the 'cissiness' of being safety minded. This particular outfit is ideal for window cleaners.

Enquiry Ref. No. S12/1

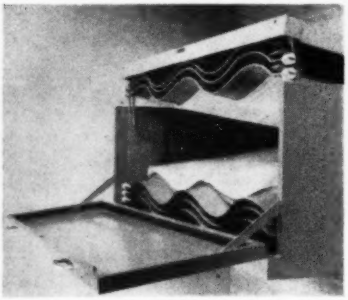
If it is new . . . if it improves efficiency or work conditions, send details and photographs to P M & M for inclusion in this closely read 'Equipment Market'.

Easy Filing

IF filing large documents, maps, charts, blueprints, drawings, etc. has become a headache you will welcome the new *Roneo Flushline Vertical Planfile*. In the conventional filing systems of most offices cumbersome papers such as these take up a great deal of space and frequently become very tattered and torn.

The *Planfile* is an entirely new approach to the problem. It consists of a steel cabinet divided into compartments by means of pivoted, wave-shaped sheet steel dividers. The dividers pivot about their bases to give a V-shaped opening enabling a document to be simply dropped in or withdrawn—without disturbing any other document.

By virtue of their special shape, the dividers hold documents securely upright without imposing their own waveform. No pre-filing preparation of any kind is needed. Another useful feature of the dividers is that they automatically adjust their positions according to the bulk of documents between them. Half-size documents can be filed side by side in the cabinet by using a special telescopic separating rod.



Enquiry Ref. No. A12/1

Useful Handbook

ANNUALLY 20,000,000 man hours are lost to industry through accidents. And the number of fatal and serious accidents is increasing. This is the bleak fact which recommends to your study the latest edition of *Safety and Health in Industry*.

(*continued on page 44*)

METROPOLITAN COLLEGE

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INSTITUTE OF PERSONNEL MANAGEMENT

Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.

Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30 Queen Victoria Street, London, E.C.4).

ST. ALBANS

He's a jolly good fellow

Yes—our Personnel Manager is a jolly good fellow

It was he who introduced the H.S.F. into our firm. Now nearly everyone has joined, office and workshop staff alike.

They know they're on to a good thing because the H.S.F. *likes* paying out.

That's what it's there for.

It pays substantial cash sums to members *and* their dependants when in Hospital, Nursing Home or Convalescent Home. Cash for the home when it's needed most—when a member is in hospital.

But more than this, the H.S.F. also pays substantial cash grants towards optical and dental treatment, surgical appliances, specialist consultations, Radiological and Pathological Services, convalescence, etc.

Management like the H.S.F. too, because it is a valuable Welfare Service, it makes for a happy, stable staff and they know that when their men are in hospital there is no need for them to worry about what's happening at Home.

Payments for Members when in Hospital

'A' Scheme	**£2.19.6**	PER WEEK
'B' Scheme	**£6. 6.0**	PER WEEK
Combined Scheme	**£9. 5.6**	PER WEEK

Contributions can be deducted from pay and remitted quarterly in bulk to the fund. Contributions range from 6d. a week (the 'A' scheme) bringing the fund within the reach of all.

Write for full details to the Secretary, Llewelyn B. Dart

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Now with versatile 'FLUIBRUSH'

- **Makes cleaning a joy**
- **Improves working conditions**
- **Stimulates 'good housekeeping'**
- **Raises employee morale**

Practically all internal painted surfaces can now be cleaned—without mess or drips—with this machine. Added to the familiar flat metal trowels for wall and ceiling surfaces, the new Fluibrush attachment probes awkward corners, mouldings, window and door frames, radiators, pipes and the pointing of brick walls.

No more 'bucket and sponge' work. The new versatile 'Fluibrush' included as standard equipment with price unchanged.

PRICE COMPLETE £55

For further details write or phone

REVVI Ltd., 459 GREEN LANES
PALMERS GREEN, LONDON, N.13
Tel: PAL 3763

supplied free of charge by the Industrial Health and Safety Centre.

The booklet should be particularly useful to foremen, works managers, and executives who are closely concerned with the problem of improving the present situation. It is essentially practical. Divided into seven general sections, such as 'Personal Protection', 'Materials Handling', etc. the text is very well laid out and illustrated with excellent photographs. In many cases the point is made with frightening clarity. But for every potentially dangerous situation a solution is offered, and herein lies the value of the book. Most people are aware of the dangers inherent in daily work—but let us hope they will now be galvanized into positive action 'to do something more' as the former Deputy Chief Inspector of Factories says in the foreword.

Enquiry Ref. No. S12/2

Up To Date

ENGLAND is behind the times again—but the *Westclox* electric clock and perpetual magnetic calendar will now keep us abreast of our American rivals, who have apparently been on magnetic time for several years. The calendar alone is 3 ft. long and costs £14 11s.; when incorporated with the clock the unit is over 4 ft. long and costs £23 11s.

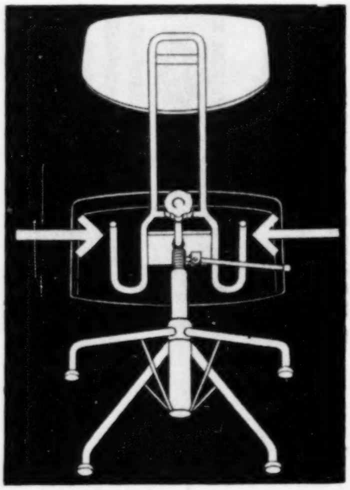
Enquiry Ref. No. F12/1

Scientific Chairs

NINE different models of *Roneo Flushline Chairs* were exhibited for the first time at this year's Business Efficiency Exhibition. The culmination of long experience and research, they are claimed to incorporate good balance and stability, low weight, aesthetic appeal and anthropometric recommendations.

The range covers chairs for typists and clerks, visitors, junior executives and a general purpose cantilever chair. Their main features are their flexibility and adjustability. In most models, the height can be altered by means of a light lever mechanism or screw thread. The upper frames of the chairs and the self-positioning backrests also have a degree of flexibility.

Made in lightweight tubular steel, and stove-enamelled in hard-wearing poly-chromatic paint, they should be able to withstand the rigours of office life. The seat cushions are of moulded latex rubber or polyether foam, and upholstered in workproof vinyl.



The photograph shows the frame structure of the swivel chairs in the *Flushline* range. The frame beneath the seat pad is designed to have a certain degree of 'give', and yet to offer the correct amount of support.

Enquiry Ref. No. F12/2

Quicker and Cleaner

PHOTOCOPYING is a chore that cannot be escaped—but it is greatly simplified by two new single-unit photocopiers recently introduced. The *Photo-Rite Commercial* is designed for normal office work—letter heads, texts, notes, etc. Developing and exposure units are combined in the one machine which is exceptionally easy to handle and clean. No lubrication is needed, as bearings and gear wheels are of nylon. The machine weighs 22 lb. and sells at £54.

Bulkier material, for example pages from books and magazines, can be

(continued on page 46)

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FULL DETAILS AND CURRENT
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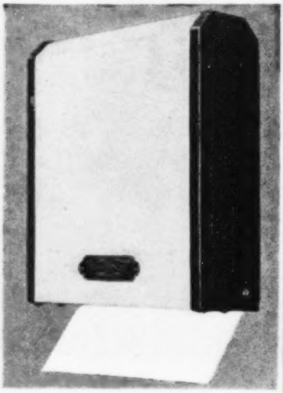
**WE DELIVER DAILY IN
MOST AREAS**

MAN POWER NEEDED

Whatever the nature of your operations, hands will get soiled and need washing . . . and drying ! Keep your labour force at full strength by eliminating any risk of infection due to towels by installing the CRESCO SERVICE, which provides:

- A towel which REDUCES COSTS. No laundry bills, no sorting, no checking, no listing. Replacement and disposal are simplicity itself.
- A fresh clean towel for every user. No queueing, nothing mechanical to break down.
- A towel of balanced strength and absorbency made from the finest quality paper.
- A towel that DRIES DRIER FASTER and prevents the spread of infection.



The CRESCO SERVICE provides Dispensing Cabinets (free on loan). We also supply a great variety of waste receptacles and disposal bins for every purpose.

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THE COMPLETE *All British* WASH ROOM SERVICE

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EQUIPMENT MARKET cont.

handled by a larger model, the *Photo-Rite Major* which is twice as heavy and costs £92 10s. One of its outstanding features is the vacuum lid of the exposure unit. This is operated by a hand pump, and by completely compressing all material to be copied and the photographic paper ensures that all copies are clear and free from creases. This is particularly important when making off-set litho masters.

The same company has produced a new stencil duplicator—the *Speedrite;* an extremely versatile machine. It can take paper of various thicknesses and sizes without stopping, and is, therefore, much faster in operation than most stencil duplicators. Another useful feature is a booster, which can intensify the ink distribution over certain areas. This might be needed, for example, in reverse lettering of name styles. Multi-colour work is no problem. The cylinder is specially designed so that it can be easily lifted out for a colour change, and an adjustment lever on the drum positions the stencil to give a very close colour register. Cost: approximately £100.

Enquiry Ref. No. A12/2

Fresh Air

THE American Navy Department recently carried out a comprehensive survey to determine the best method of air conditioning for their new atomic submarines.

The method finally adopted rested on the principle of activated charcoal for—incredible though it may seem—a globule of activated charcoal $\frac{1}{4}$ in. in diameter has 15 sq. yd. of absorbent area. The *Bell-Air Conditioner,*

(continued on page 48)

modern instruction needs . . .

modern presentation

and modern presentation means crisp, arresting easily prepared visuals, used with the

transpaque

overhead projector

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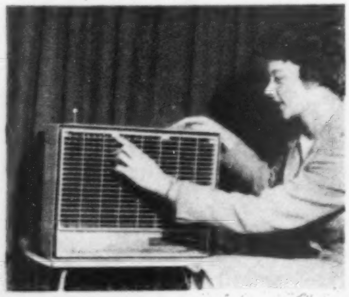
imported from the United States, is a system where stale impure air is forced through an activated charcoal filter, a medicated 'germ-guard' filter, and a deep water filter. Thus the air is purified, rid of airborne germs, cooled and humidified. Natural convection ensures that this happens every two minutes.



The system is being investigated by the British Medical Association for use in hospitals specializing in respiratory diseases, and has also been recommended to the London Transport Commission for possible application in the Underground. It looks as if this simply operated air purifier could have a big part to play in the battle for clean air. The unit costs £37.

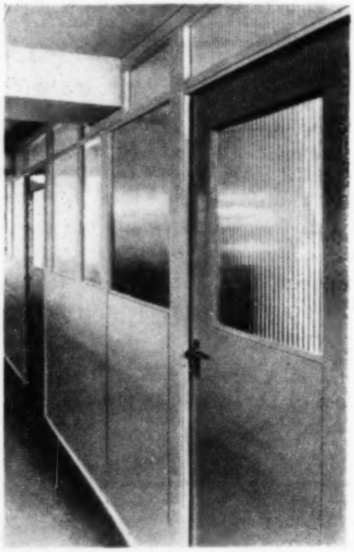
Enquiry Ref. No. F12/3

Smart Division

EARLIER designs of office partitioning were critically appraised from every aspect before the development of the new *Executive Partitioning*. As a result the manufacturers have been able to come out with a product that is not only superior in quality but cheaper than its predecessor.

The partitioning is made of hollow sheet steel panels which are filled with glass fibre. These are assembled together by an interlocking technique. Channels of formed steel strip are only used in three main sections, as uprights, transoms, ceiling channels, etc.

Flexibility is the key note. The panels are available in a variety of sizes; and at any time hinged or sliding doors or glass panels may be substituted for sections of wall. The doors, incidentally, are also completely filled with glass fibre to ensure good heat and sound insulation.



Because *Executive Panelling* has comparatively few components, it is easily stored and can be supplied and erected without much delay. Moreover, the suppliers will finish the stove-enamel, free of charge, in any colour the customer chooses.

Enquiry Ref. No. F12/4

Mixing Tap

UNTIL now it has been extremely difficult to install a hot water spray attachment in a kitchen sink-top. This is because only two holes are bored in the sink-top—one for the hot and one for the cold water tap.

The newly developed *'V' Bifto*, however, only occupies one tap flow, leaving the other free for the spray attachment. The whole unit is very compact, and can easily be fitted into any existing sink-top without making any modifications. The headparts are angled in convenient positions, and a longer swivel spout can be supplied.

Enquiry Ref. No. F12/5

(*continued on page 50*)

Patent applied for

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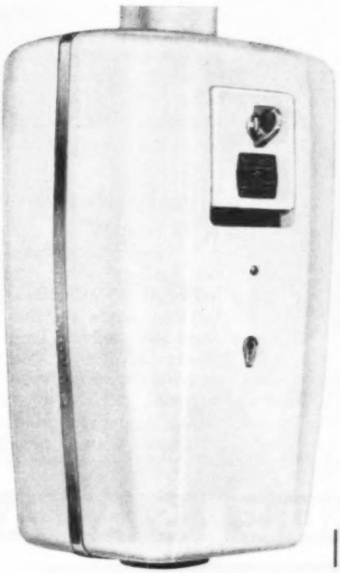
Finished in stoved white enamel and chromium, it has a trouble-free dispenser mechanism. It takes pennies. Southalls offer FREE maintenance and towel refills are readily available — a countrywide service without equal. This machine is a time saver when dispensing the indispensable.

Vender 32⅜″ high, 5⅛″ wide, 4⅛″ deep. Price £10.17.0d (net carriage paid). Machines for soluble and other types of towels available.



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SOUTHALLS RADICALLY-IMPROVED GAS INCINERATOR

In white enamel with chromium plated fittings, this revolutionary model, the product of 5 years research, is designed for standard 4″ flue fittings. It incorporates an automatic clockwork timing device — time cycle 3 to 4 minutes — and a flame failure device. The compact modern case measures 11½″ wide with a maximum projection of 12⅜″. Size of incinerator suitable for the smaller cloakroom but with a capacity to cope with larger requirements. Attractive economic price : £32.10.6d.

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EQUIPMENT MARKET

Colour Touch

TEACH yourself touch typing in 24 hours! A psychological colour code, perfected by a Sydenham doctor and based on the fact that colour is one of the most important guides to memory is the secret. In the *Alex Typing Trainer* the keyboard is divided into different colours for each finger—and a card showing these is set up behind the typewriter roller and duplicated on slip-ons which are worn on the back of the hands.

Touch typing is rapidly mastered as the eye is focused mainly on the card behind the roller. The system is essentially very simple, and has proved a great help in training typists in schools, secretarial colleges, businesses, employment agencies and also for people who have to teach themselves at home. One of its advantages is that office juniors can practise in odd moments. The cost for the set is 15s.

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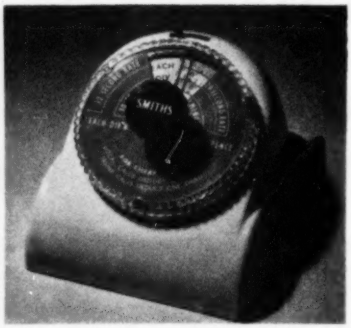

Timely Reminder

NO business can exist without communication—but communication can be very costly. Since the G.P.O. launched its Subscriber Trunk Dialling services, based on the 2d. rate, many firms have suffered from rocketing telephone accounts. Yet there is no denying the usefulness of the phone; the personal touch of a conversation often speeds and even clinches a deal, and balanced against the rising costs of stationery, postage, etc. proves an economy in the long run.

For those who have found it an expensive economy the *Smith's Telephone Timer* will be an angel of mercy. Easily adjusted to any required scale, this neat little gadget ticks away the minutes, discreetly rings a warning bell at 3-minute intervals, and automatically costs the call while the speaker is on the line. Price: 37s. 6d.

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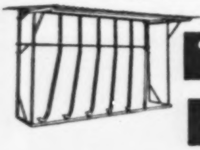

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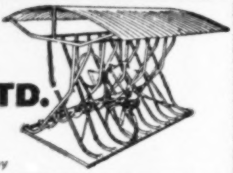

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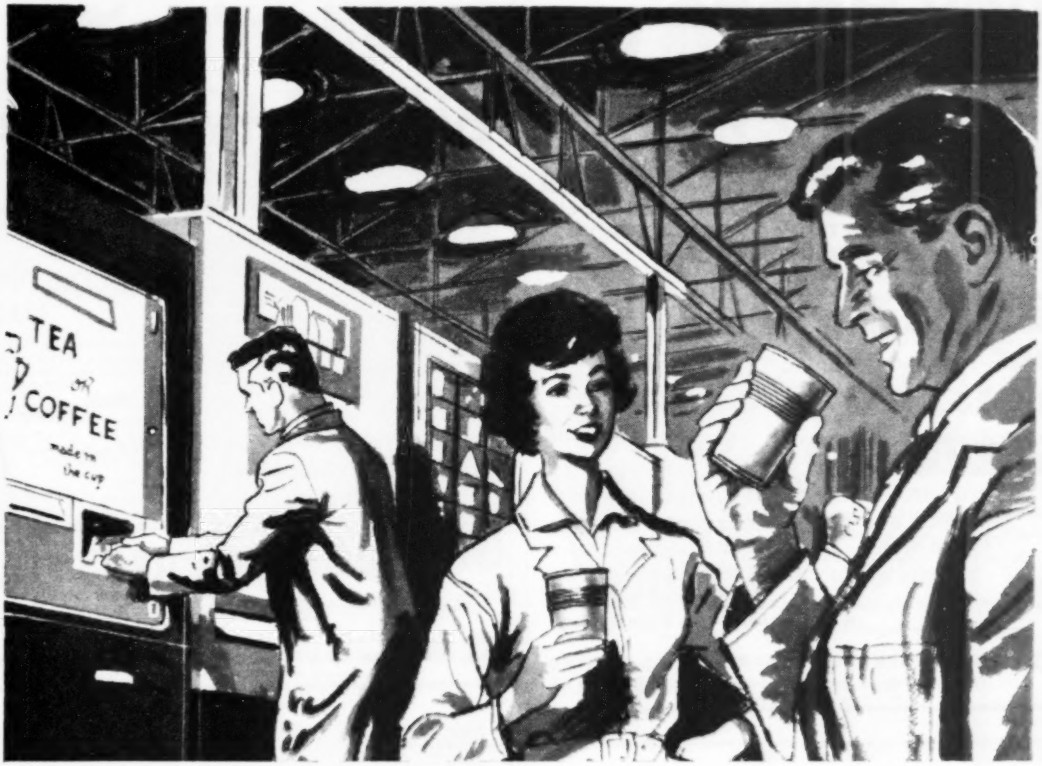

'GO GLOSTER' said the production man

Production was falling: output wasn't what it should have been. And it didn't take the Production Man long to find the cause of the trouble. Around tea break time the men began to slacken off—watching for a chance to be first in the tea trolley queue.

'I don't see what we can do about it, though,' said the Managing Director. 'The men must have their break.'

'Well,' said the Production Man, 'things would be a lot better if the men didn't have to scramble and queue for their tea and sandwiches.'

'It's all very well to talk,' grumbled the Managing Director. 'What do you suggest we do?'

'Go Gloster,' replied the Production Man. 'Put in Gloster automatic machines and the tea break is always there. No more queueing at the trolley. The men can get their break when they want it, and without fighting for it! You'll find that Gloster machines more than pay for themselves. Go Gloster, I say!'

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2-3 **Liverpool.**
9-10 **Newcastle & Gateshead.**
23-24 **South London Area.**
30-31 **Coventry.**

Supervisors' safety training courses. These courses have already proved popular in industry and have been well supported by management and unions.

BURTON MANOR (Wirral, Cheshire)

8-19 Supervisory management. These courses are intended for established foremen, and more than 4,000 foremen from industries all over the country have attended them
8-12 The art of communication. This course is meant to give students an opportunity to analyse industrial, commercial and personal problems, find possible solutions and practise stating those solutions in writing and speech
14-19 Introduction to supervision. This course is intended for chargehands and junior foremen who can expect to receive promotion.

INDUSTRIAL WELFARE SOCIETY

Non-residential courses and conferences at Robert Hyde House, London

2-4 A course for technical managers which seeks to give increased skill and insight into work relationships. The seven previous seminars were attended by highly placed technologists and executives drawn from numerous nationally well-known companies who have welcomed the Society's pioneer work in this field
8-9 Apprentice associations. Follow up of the highly successful Apprentice Associations Conference of the past two years, with an opportunity for Officers to meet and exchange views and experiences and to discuss the finer points of discharging their voluntary obligations
9-10 Personal secretaries
11-12 Statistics in the personnel department
11, 18, 25 Speaking successfully in business and in public: ten sessions
15-17 Industrial and factory law. The course covers, in four sessions, the legal groundwork necessary to industrial managers and executives. Recent legislation is included in the syllabus
15-19 Women supervisors' tutorial course
19 Basic pensions. This one-day basic course is intended for pension fund trustees who wish to broaden their knowledge beyond their own firm's scheme
23-25 Work relations seminar: first of four sessions, The aim of the tutors is to provide a practical course combined only with essential background knowledge, and seminars are continuously revised in the light of experience to include even more practical sessions although room has been left for introduction of evocative speakers.

INSTITUTE OF PERSONNEL MANAGEMENT

8-12 Five-day residential course in negotiating procedure and industrial relations
29-31 Three-day residential course in staff management and training in retail distribution.

OTMA MANAGEMENT & SALES TRAINING CONSULTANTS

11-12 Decision making. This course teaches managers to formulate a problem correctly and to make the right decisions on the right facts.

ROFFEY PARK INSTITUTE
(Horsham, Sussex)

8-12 Human relations: the role of the manager, interviewing, communication, the motive to work, joint consultation. All sides are effectively backed by syndicate and case-study work, with certain uses of visual aids
29-Feb 2 Communication in industry and commerce: intended for experienced managers (men or women). The main techniques of communication in use in industry, commerce and the public services. The courses are essentially practical and the bulk of the time is spent in exercises undertaken by the delegates themselves, under the guidance of the teaching staff.

UNIVERSITY OF BIRMINGHAM
(Institute for Engineering Production)

8-19 Basic statistics for industry. The course is intended as a preparation for the courses on operational research, design of industrial experiments and statistical quality control. Priority for bookings will be given to members with reservations on these courses
22-Feb 2 Sales Forecasting and Market Research.

URCHFONT MANOR (Devizes, Wilts)

2-6 Work, leisure and ideas: for apprentices and other young workers
22-27 The background to modern industrial practice: for junior management.

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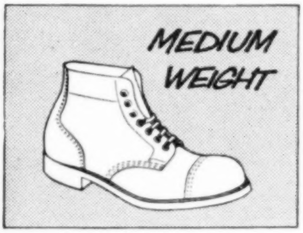
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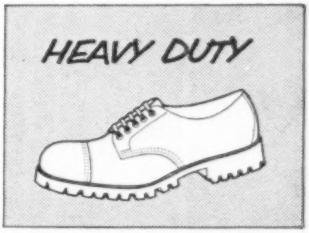

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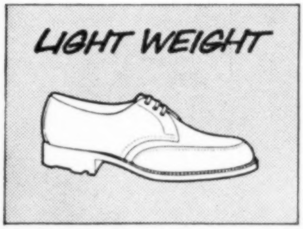
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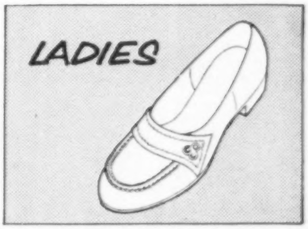

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